

**THE FACTORS WHICH DRIVE EMPLOYEE TURNOVER RATE
HIGH BASED ON MASLOW'S HIERARCHY OF NEEDS
AND HERZBERG'S 2 FACTORS THEORY**



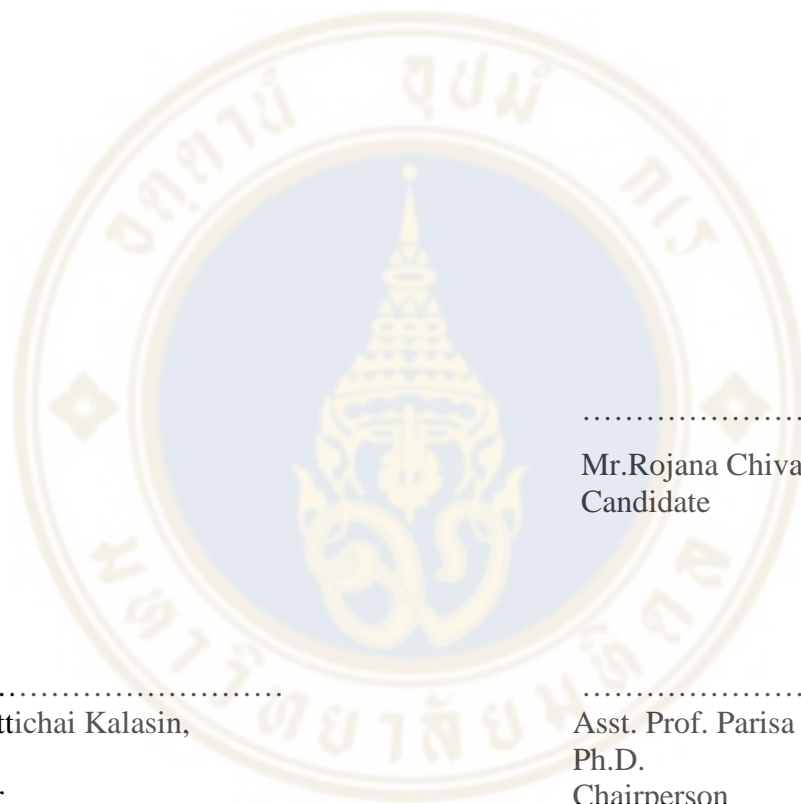
**A THEMATIC PAPER SUBMITTED IN PARTIAL
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Thematic paper
entitled
**THE FACTORS WHICH DRIVE EMPLOYEE TURNOVER RATE
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AND HERZBERG'S 2 FACTORS THEORY**

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ABSTRACT

The high employee turnover rate has a great impact on an organization in both financial and efficiency parts. The factors which could drive the high employee turnover rate in a focus company would be analyzed in order to help develop and reduce its rate based on the Maslow's hierarchy of needs and the Herzberg's 2 factors theory. The research would be focused on small and medium-sized company which has higher employee turnover rate than industry standard. The research would introduce both questionnaire and interviewing session in order to gain the information in wider area which could be used to analyze the problem factors in deeper detail. The study shows many of the relevant interesting factors relating to the theories in many dimensions. Those factors would help the organization to develop itself and reduce the employee turnover rate. The managerial implication of the results for practice and future research are also discussed.

KEY WORDS: Employee turnover rate / Job satisfaction / Maslow's Hierarchy of
needs / Herzberg's 2 factors theory

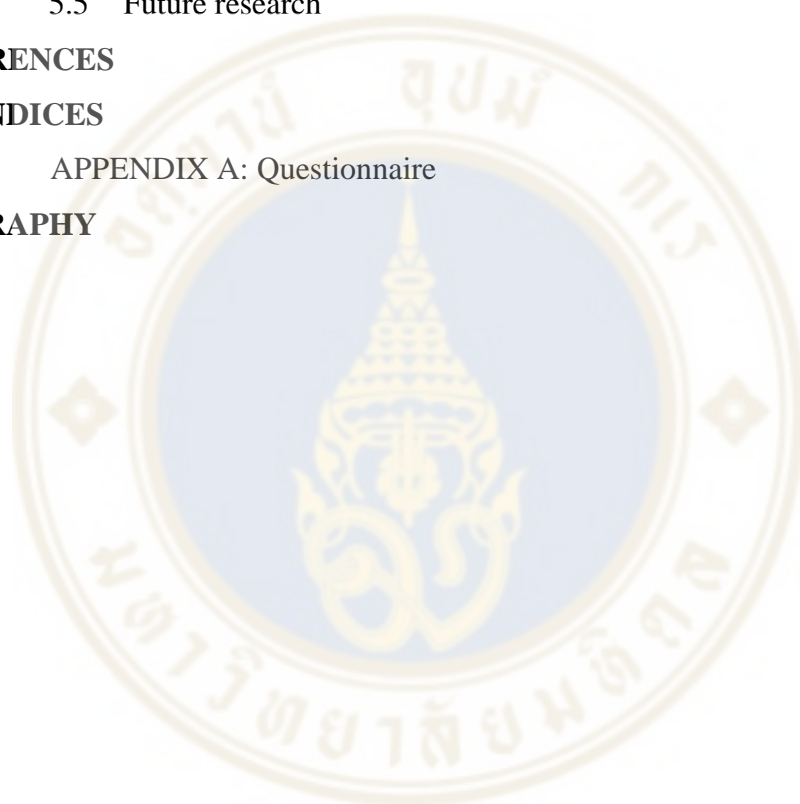
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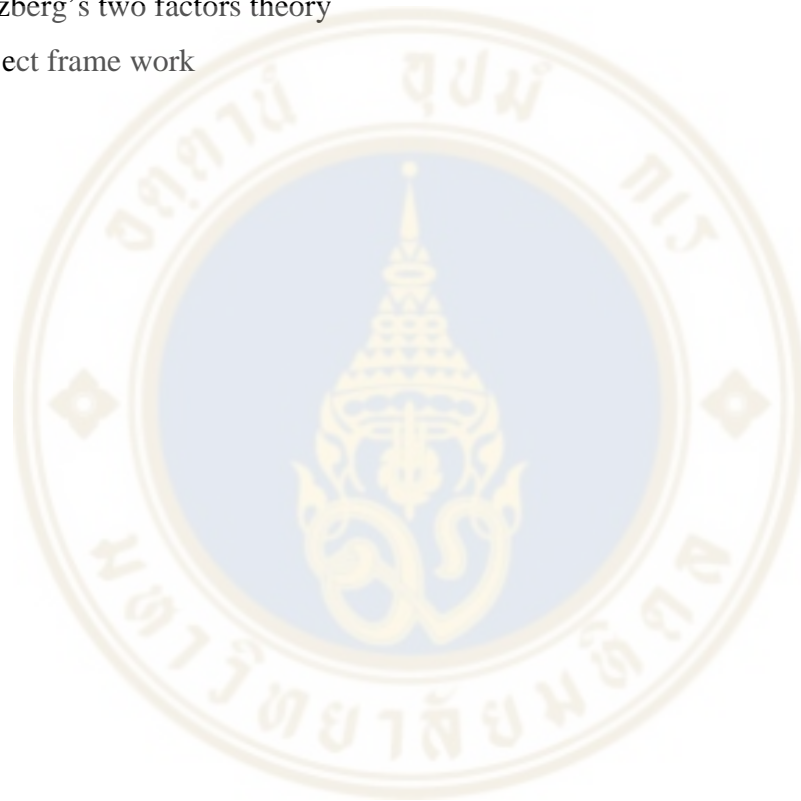
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CHAPTER I

INTRODUCTION

The effect of turnover rate on the organizational performance depends critically on the nature of the context in which the turnover occurs (Jeffrey, B, 1994). It is not only affected to the recruitment team but also has an impact to the company's working performances as well. Turnover exists because employees exhibited behaviors and attitudes that demonstrated their levels of job satisfaction with the organization (Udechukwu & Ikwukananne, 2009).

1.1 Problem Statement and Its Importance

The problem of high turnover rate is related to the working efficiency and the financial part. For financial part, it is expensive monetarily and costly in many other ways. The direct and indirect costs are generally classified as separation costs, learning costs, and acquisition costs (Udechukwu & Ikwukananne, 2009). For efficiency part, there will be no consistency in the working process and this cause a lower working efficiency as a result. Moreover, the indirect cost of training new staff must also be considered since it must take time to train new employee. The efficiency curve of the new comer will be low at the beginning and gradually increases until it reaches the optimum standard.

In reality, there is a standard of the industry's employee turnover rate of each country updated annually. This parameter could be used to compare the company's employee turnover rate in order to know whether it is higher or lower than the standard value. If it is higher than the standard value, the company should find those risk factors in order to reduce the turnover ratio. It could assume that there would be some problems occur in the firms in some aspects. Possibly, interviewing process does not give the candidate a clear idea of a job description or the working environment is not good enough. Then, it makes the employees decide to leave the

company. In order to find out the answer, this research will give a step-by-step data analyzing. When the factors are found out, the recommended strategies will be given to the firms in order to solve the problem. If it could be solved, it will surely help company increases a working efficiency and become a healthier organization.

1.2 Research question

What are the main factors which cause the employee turnover rate high?

1.3 Research objective

To study the factors that make high employee turnover rate

The proper methodology will be introduced and will be used with the employee in the organization in order to know the significant factors.

To analyze whether the firm deviates from the theory or not

The data which gained from 1.2.1 will be analyzed and compared to the suitable theory whether there is any difference or not.

To recommend an effective strategy to the firm to solve the problem

According to the data assessment from 1.2.2, there would be some strategies that could recommend to the company in order to reduce the employee turnover rate.

To improve the job satisfaction to the employees and make the healthy organization

The recommended strategy will be introduced and launched in the organization for real. When the strategy is launched, it is expected to solve the problem and create long term employment.

1.4 Research scope

The research will be focused on one company. It could be either small or medium-sized organization which has higher employee turnover rate than the industry average. By mean of small and medium organization, the total staffs and the total revenues will be the factors to categorize. Small company would have less than 50 employees with the fix asset value less than 50 million baht whereas medium company would have 51-200 employees with the fix asset value less than 200 million baht [8]. Both questionnaire and interviewing procedures will be introduced for data gathering in order to get more information in depth.

1.5 Expected benefit

The research aims to study the factors that make the employee turnover rate high. After the factors are known, there will be many extra benefits as below

1. Reduce employee turnover rate
2. Reduce direct and indirect financial cost
3. Reduce conflict among the departments
4. Improve working efficiency
5. Improve customer satisfaction
6. Improve job satisfaction
7. Create long term employee
8. Create a friendly atmosphere
9. Create a healthy organization

CHAPTER II

LITERATURE REVIEWS & PROPOSED FRAMEWORKS

In this chapter, the organizational behavior will be discussed relating to the existing literature. The theoretical foundations will be described and explained in detail based on the motivation theory in order to give a clear understanding description of the theory. Moreover, the hypotheses and its framework will also be described at the end of this chapter.

2.1 Theoretical foundation

2.1.1 Maslow's hierarchy of needs

Maslow's hierarchy of needs states that every human being, there exists a hierarchy of five needs (Stephen P., Timothy A, 2013). There are physiological, safety, social, esteem and self-actualization. The needs are allocated in the pyramid as shown in figure1. The theory states that human must be substantially satisfied the lowest need before the next level of need becomes dominant. In other words, the lower need is more powerful than the higher needs until the lower need is satisfied (Lester, 2013).

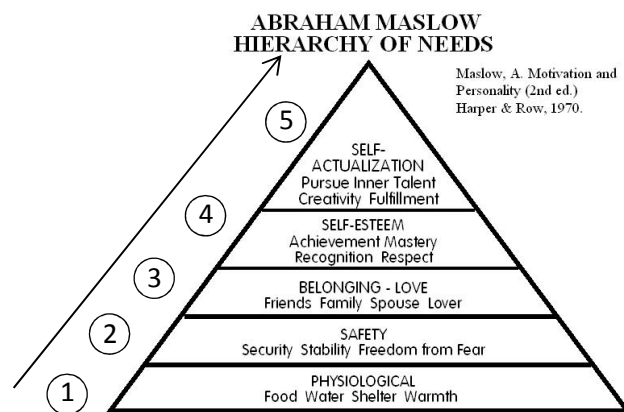


Figure 2.1 Maslow's hierarchy of need (Kunc, 1992)

Maslow also stated that hierarchy of the five needs could be categorized into two main groups which are higher and lower orders or internal and external respectively. It is said that the first two needs, physiological and safety, are categorized into the lower order which could be satisfied externally such as salary, working contract, residence and food. Whereas the higher order, social, self-esteem and self-actualization, could be satisfied internally within the person (Stephen P., Timothy A, 2013).

- Physiological need is defined as the most basic level. The fundamental human needs such as food, shelter, clothes and medicines are also included in this level. In other words, those needs could be fulfilled by the wages, bonus and welfare. Therefore, staff is usually set the wages as their priority need. Not only the wages but the working environment and work-life balance are also currently considered as the important factors whether the employee will satisfy with the conditions or not (Sadri, Bowen, 2011).

- Safety is defined as another lower order needs. Safety issue is considered in term of the physical and psychological matters. The working place must provide the employee the sense of safety for both physical and mental. In term of physical, the employee life must be safe from the working environment such as the hazardous from the air and the sound which could cause the problem in either respiratory system or the auditory system. While the job security and the retirement plan will help to create trust and loyalty to the employee (Sadri, Bowen, 2011).

- Social is the first higher need which is depending on the individual's needs. The relationship among the employees is the main focus in this level. They need to be loved. Therefore, the social program according to the company policy is also important in order to create a friendship.

- Self-Esteem is a higher level of needs that might not be found in every employee. It would be found mostly for the older person who seeks for the pride, praise, high responsibility, recognition and respect (Sadri, Bowen, 2011). All of the factors are very important to the employee, the management team and the team leader must figure out that how important it is to remember the sub-ordinates name, to admire them when the work is done well or even give them a plan for a career growth. These will make them proud and has eager to get work done with high efficiency. By

creating such a feeling to the employee, the company will get a high working performance as a consequence.

- Self-actualization is the highest level in Maslow's hierarchy of needs. This is rarely to be found since it is like a self-fulfillment and becomes the best one of capable becoming (Sadri, Bowen, 2011). It is like the biggest dream in our life. It could be anything depends on each individual need.

In conclusion, Maslow's hierarchy of need is the theory which is used to motivate people based on five levels of needs. Once the needs are met, it will help to create the job satisfaction. However, the theory also assumes that the unsatisfied needs stimulate behavior. The behavior can create the attitude of leaving the company to another company which could provide them a job satisfaction (Hong, Waheed, 2011).

2.1.2 Herzberg's two-factor theory

Herzberg's two-factor theory is also called motivation-hygiene theory (Robbins, Judge, 2013). Herzberg theory, unlike the Maslow theory, perceived motivational and hygiene factors to be separated into two dimensions affecting separate aspects of job satisfaction (Hong, Waheed, 2011). Comparing to the Maslow's hierarchy of needs, the hygiene factors are the first three levels of needs which are physiological, safety and social while the motivational factors are the remaining two levels of needs, self-esteem and self-actualization as illustrated in figure2.



Figure 2.2 Maslow's hierarchy of needs vs Herzberg's two factors theory

The theory suggests that job satisfaction and job dissatisfaction operated on different scales and were independent of each other (Blum and Naylor, 1984) The model is obviously described the satisfaction horizontally which separate the distinction between job dissatisfaction, extrinsic factors or hygiene factors, and job satisfaction, intrinsic factors or motivational factor (Ikwukananne , Udechukwu, 2009) ,as shown in figure 3.

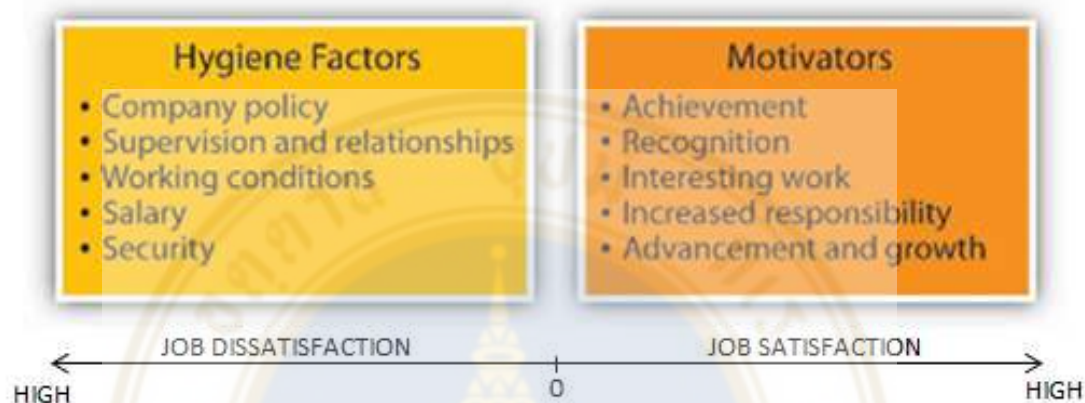


Figure 2.3 Herzberg's 2-factor theory

Hygiene factors help to prevent dissatisfaction but they do not lead to satisfaction. It will help to avoid bad feeling at the workplace only (Hong, Waheed, 2011). Therefore, only Hygiene factors don't help to create job satisfaction but the motivational factors, in fact, are the one that could develop a job satisfaction (Stephen P., Timothy A, 2013). In conclusion, Herzberg's 2-factor theory is the theory to identify whether the firm has good hygiene factors corresponded to the employee's need or not. If it is good enough, the working environment would be peaceful. Otherwise, it will create job dissatisfaction. Once the hygiene factors are fulfilled, the firm must introduce the motivational factors to motivate the employee in order to create job satisfaction.

2.2 Proposed framework & Hypotheses

From the above theoretical foundation, we can develop the following hypotheses.

Physiological

H1a; Salary has a negative impact on the employee turnover rate.

H1b; Bonus has a negative impact on the employee turnover rate.

H1c; Welfare has a negative impact on the employee turnover rate.

H1d; Goal setting has a negative impact on the employee turnover rate.

H1e; Work-life balance has a negative impact on the employee turnover rate.

H1f; Working environment has a negative impact on the employee turnover rate.

Safety

H2a; Job security has a negative impact on the employee turnover rate.

H2b; Retirement plan has a negative impact on the employee turnover rate.

H2c; Physical safety has a negative impact on the employee turnover rate.

H2d; Psychological safety has a negative impact on the employee turnover rate.

Social

H3a; Relationship among friends has a negative impact on the employee turnover rate.

H3b; Teamwork for both work and non-work activities have a negative impact on the employee turnover rate.

Self-esteem

H4a; Responsibility issue has a negative impact on the employee turnover rate.

H4b; Recognition from boss and friends has a negative impact on the employee turnover rate.

H4c; Praise from boss and friends has a negative impact on the employee turnover rate.

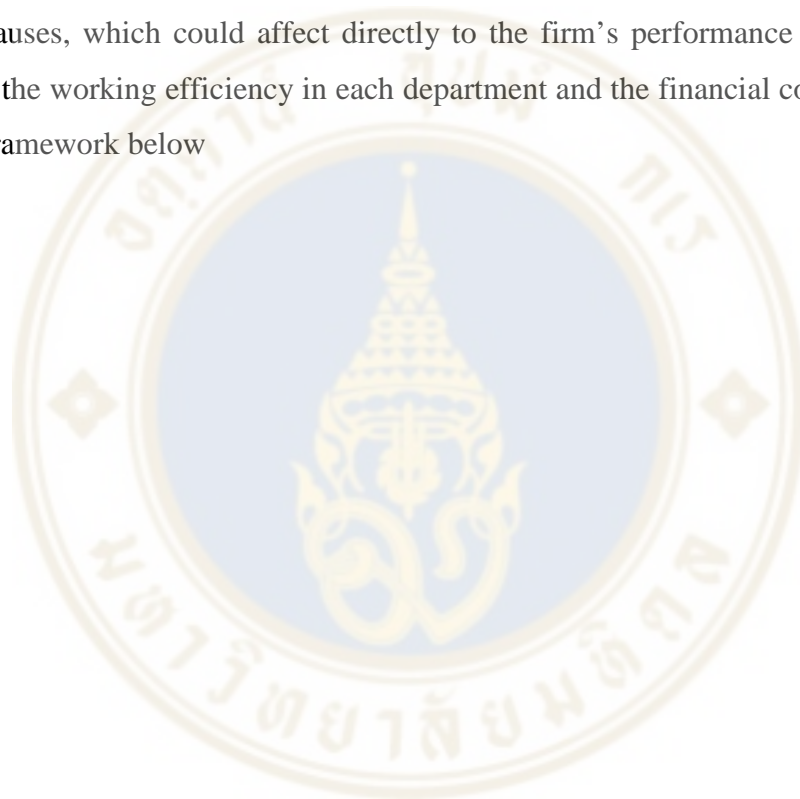
H4d; Respect from subordinates and boss has a negative impact on the employee turnover rate.

H4e; Achievement aspect has a negative impact on the employee turnover rate.

Job satisfaction

H5a; Job satisfaction has a negative impact on the employee turnover rate.

According to the above literature, the high employee turnover rate is caused by many factors based on the employee individual needs. The hypotheses of those causes, which could affect directly to the firm's performance in various ways such as the working efficiency in each department and the financial cost, will be listed in the framework below



Framework

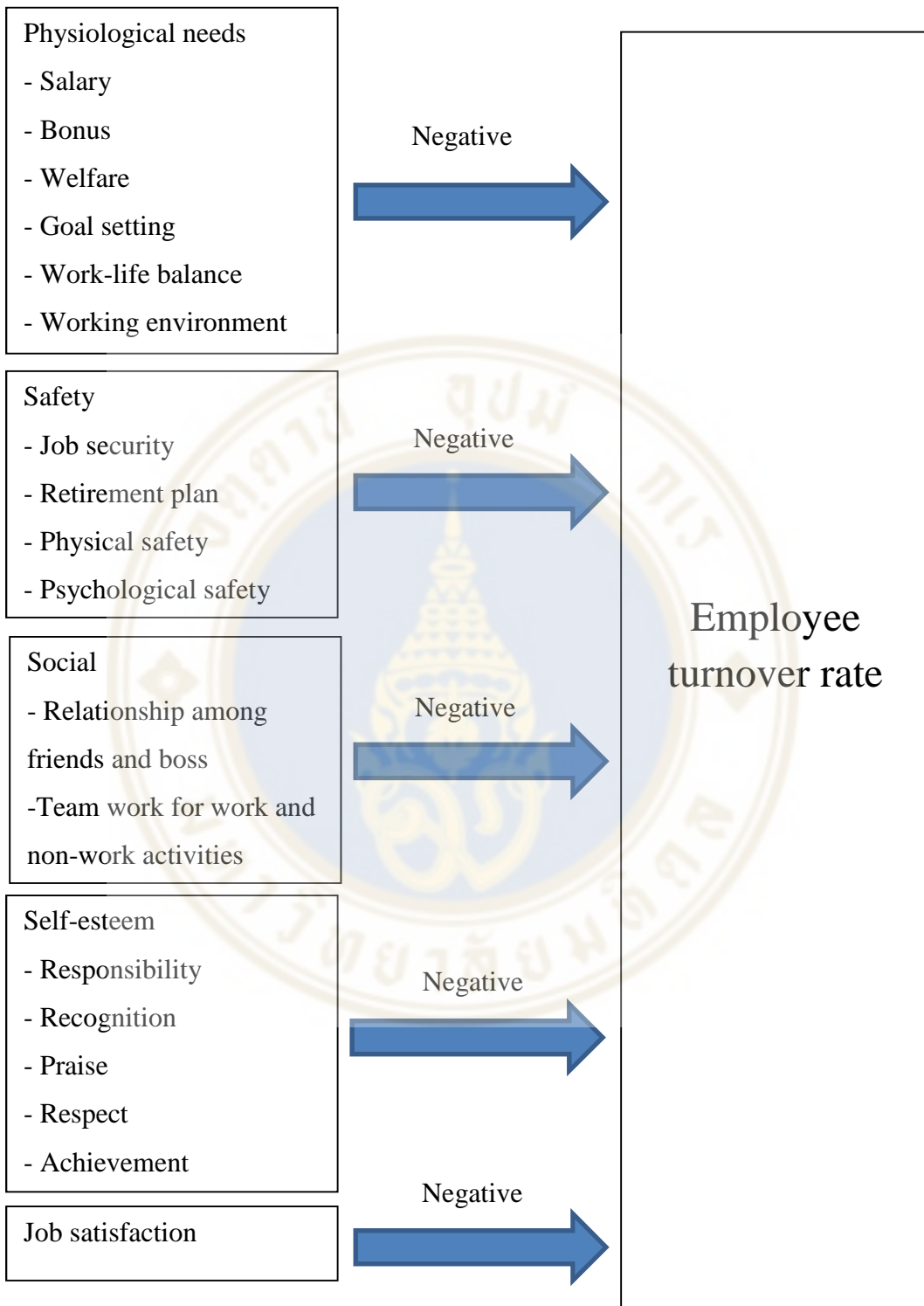


Figure 2.4 Project frame work

The framework provided in figure 4 represents the hypotheses of main factors which have the impact to the high employee turnover rate. All of them are both the extrinsic and intrinsic factors. They are all allocated in Maslow's hierarchy pyramid and Herzberg's two-factor theory consequentially (Robbins & Judge, 2013). The extrinsic factors, physiological and safety needs, will be focused in this research since it is said to be the primary factors to concern about the job satisfaction based on Maslow's hierarchy and Herzberg's two factor theories. However, there are the intrinsic factors that might have the impact to the employee turnover rate as well. Those are social, self-esteem and self-actualization.

Table 2.1 Additional factors which affect to employee turnover rate

Intrinsic factors	Performance & Benefit
Social - Relationship among friends and boss - Team work for work and non-work activities	- Reduce turnover rate - Friendly atmosphere - Improve working performances - Reduce conflict among friends and boss
Self-esteem - Responsibility - Recognition - Praise - Respect - Achievement	- Higher working performance
Self-actualization	- Motivational factors - Higher working efficiency to reach the final goal

CHAPTER III

METHODOLOGY

3.1 Research setting

The research is set to focus on the company in any field in the heavy industry which tends to have high employee turnover rate according to the working environment and the risky working condition. Based on year 2013, Thailand has the average of the employee turnover rate at 13% of the total employees (Hay group, 2013). Therefore, the focus organization should have the employee turnover rate higher than 13%. Moreover, small to medium size of the organization is preferred in this case. The information and the problem gained from the interviewees will be more precise since it would be 100% feedback from the organization's employees.

3.2 Sample and data collection

The quantitative approach and the interviewing procedure will be introduced in the research. There are many theories and many factors which would make the employee turnover rate high. In order to scope down the topics interested and focus on the main impact factors, both approaches must be planned and introduced consequentially.

3.2.1 Data collection procedure

- The quantitative approach would be introduced in order to get the information in general which also related to the frame work factors. The list of questions, questionnaire, would be distributed to every employee in the organization. It would be both score ranking and open ended questions related to the focus factors. The evaluation will be made based on the questionnaire.

The questionnaire has been distributed to 42 of employees. However, there is more than 80% of the questionnaires returning back for evaluation. All of

them are usable and it can elaborate more understanding about high employee turnover rate.

- The individual interviewing approach would be introduced once more in order to perform a depth interview session. The quantity of interviewees is 5 people from different departments. The questions will be created after the questionnaire is evaluated in order to get more information in depth.

3.2.2 Selected organization

Tohpe (Thailand) Co., Ltd is the industrial paint manufacturer. It is the joint venture company between Thailand and Japan with the ratio of 51:49 percent. It is a medium size company which has almost 50 employees and the fix asset value between 51-200 million baht (Revenue department, 2000). It is divided into two sites. The first one is the main office which is located on Sukhumvit road and the factory is located in Amatanakorn Industrial Estate, Chonburi. The total employee is 51 members, 15 members at the main office and 36 members at the factory. The business has been operating for 6 years and the total revenue is growing year by year. However, there was a high employee turnover rate last year, 2556. The employee turnover rate was around 36% which is 23% higher than industrial average.

Moreover, the working environment is quite hazardous because it is categorized as a chemical product industry. The smell from the chemical substances is very strong and could affect to the respiratory system. Moreover, there are a lot of flammable materials in the warehouse and production department with high potential to be flamed or exploded unless an excellent safety system is employed. Apart from the officers working in an air-conditioned office, in the factory, employees in other departments have to work at the room temperature. It is a tough work which requires a specific skill in the paint industry. All of above conditions match with what the research has set. Therefore, Tohpe (Thailand) corporation will be the focus company in this research.

The number of survey:	> 40	people (> 80%)
The number of interviewee:	5	people

CHAPTER IV

RESULT

Since we would like to assure that the hypothesizes about the factors which cause the employee turnover rate high base on the Maslow's hierarchy and the Herzberg's two-factor theory, therefore, the questionnaire was conducted and had been distributed to the company's employees. The questionnaires had been collected and will be analyzed in 4.1 as below.

The questionnaire has been distributed to 42 employees, 82.35%. The feedbacks were returned at 35 of 51 total employees in the company, 68.63%. There were 22 males and 13 females who did the survey. All of the departments had been involved such as account, production, quality control, sale, technician and warehouse departments. The table below shows the working status of the candidates based on their age and working experiences;

Table 4.1 Male biography

MALE : 22 PEOPLE		WORKING EXPERIENCES (YEARS)			
		<1	1-3	3-5	>5
AGE	<25	3	1	-	-
	25-30	1	2	3	-
	31-40	1	3	3	3
	41-50	-	1	-	1
TOTAL		5	7	6	4

Table 4.2 Female biography

FEMALE 13 PEOPLE		WORKING EXPERIENCES (YEARS)			
		<1	1-3	3-5	>5
AGE	<25	4	-	-	-
	25-30	2	1	1	1
	31-40	-	1	3	-
	41-50	-	-	-	-
TOTAL		6	2	4	1

4.1 Questionnaire analysis based on the hypotheses

Salary

Salary is the first parameter considering as a cause of the employee's turnover rate. This could be the fundamental need of every employee for every company since people work for money in order to earn their life, their parents, their children and many other related persons in the real world. The more they could earn the better life they could get. The salary rate is offered by company policy to every staff. It would be ranked according to job important, task specific skill, education background, responsibility of the positions, and employee's working experience. However, the employees wouldn't know exactly about the job task before they get a job. They would know exactly whether the salary rate is suitable for the job description or not after they work for a while. Therefore, the hypotheses H1a states that if the salary is not suitable for the task of the job, it will convince employee to leave the job.

Table 4.3 Salary

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	-	-	28.57
Disagree	10	28.57	
Agree	25	71.43	71.43
Stronly agree	-	-	
Total	35	100	100

The research result shows that 71.43% of the candidates satisfies with their salary offered to their tasks whereas 28.57% does not satisfy with it. Most of the dissatisfy group is from the production department, approximately 60% of the dissatisfy group, which tends to use a lot of labor rather than the strategic thinking. So, they think they deserve more benefit. Interestingly, the skill person or the strategic thinking person such as people from technical department, sale department and quality control department are all satisfy with their salary.

Bonus

Bonus is an extra payment which will be calculated and distributed to employee annually. The amount of the payment is also depending on the company policy and the total revenue the company could gain during the past year. Though, staffs could feel and could know roughly about total revenue of the company through the work they did. Here, the given bonus might not equal among the employees; but depends on the working performance as well. Therefore, the hypotheses H1b states that if the bonus is not distributed fair enough, it will convince employee to leave the job.

Table 4.4 Bonus

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	2	5.72	62.86
Disagree	20	57.14	
Agree	12	34.28	37.14
Stronly agree	1	2.86	
Total	35	100	100

The research result shows that 62.86% of the candidates does not satisfy with the bonus rate whereas 37.14% satisfies with it. It is clearly seen that the majority of the employees is not satisfied with the company's bonus calculating pattern. It might be caused either by the unequally bonus given or inadequate concrete policy concerning the how to do bonus grading controlled by management team. Therefore,

when the bonus shows an unequal amount, some employees are wondering why someone gets a better rate.

Welfare

Welfare is an extra benefit provides to all employees. The welfare also depends on the company policy and could be categorized into many types. For the subject company, the research chooses to focus on the employees' uniform, transportation and lunch expense and the monthly jasmine rice provided to every employee. The hypotheses H1c states that if the welfare provided to the employee does not fulfill the employees' needs, it will convince employee to leave the job.

- The uniform of the employees here is planned to be distributed to the employees 3 times a year, 3 pieces each. It also gives a choice to every employee in every department to choose either a T-shirt or a polo shirt.

Table 4.5 Uniform

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	-	-	11.43
Disagree	4	11.43	
Agree	22	62.86	88.57
Stronly agree	9	26	
Total	35	100	100

The research result shows that 88.57% of the employees satisfies with the policy whereas only 11% does not satisfy.

- The transportation and lunch expense are also provided to the employees who have worked here for more than one year. It will be transferred directly to the employee account at the end of each month. However, this program just started last year.

Table 4.6 Transportation and lunch expense

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	2	5.71	28.57
Disagree	8	22.86	
Agree	20	57.14	71.43
Stronly agree	5	14.29	
Total	35	100	100

The research result shows that 71.43% of the employees satisfies with the benefit whereas 29% does not satisfy

- Monthly jasmine rice is also provided to the employees to cook in the rice cooker during the lunch period. However, there is only one and small rice cooker provided in the canteen and it cannot serve all employees during the lunch period.

Table 4.7 Monthly jasmine rice

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	5	14.29	65.71
Disagree	18	51.43	
Agree	10	28.57	34.29
Stronly agree	2	5.71	
Total	35	100	100

The research result shows that 65.71% of the employees does not satisfy with the welfare whereas 34% satisfies with this benefit.

Table 4.8 Combination of proposed welfares

Decision	Quantity			Sum of percentage(%)
	Uniform	Transportation	Rice	
Strongly disagree	-	2	5	35.24
Disagree	4	8	18	
Agree	22	20	10	64.76
Strongly agree	9	5	2	
Total	105			100

By combining all three welfares offered to the employees, it shows that 64.76% of the employees satisfies with it where as 35.24% does not satisfy. However, the research continues to ask whether the employee satisfies with the overall welfare or not. Surprisingly, they seem not satisfy with the overall welfare as shown in the table below.

Table 4.9 Overall welfare

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	5	14.29	57.14
Disagree	15	42.86	
Agree	15	42.86	42.86
Strongly agree	-	-	
Total	35	100	100

The result shows that 57.14% of the employees does not satisfy with the welfare offered to them where as 42.86% satisfies with it. Though, they are satisfied with the uniform, the transportation and lunch expense. However, it could interpret that they are satisfied with the current welfare but they might need more additional welfare to fulfill as shown in the table.

Goal setting

The goal setting by the company is also controlled by the management team which would lead the company to the same direction. It could be on the sale

department such as setting a monthly target for the sale team. It could be on the production department such as increasing the daily quantity of the products produced. It could be anything related to each department. However, the company needs to set the target based on the possible achievement in order to motivate the employee to accomplish the goal. Otherwise, it will only create stress to the responsibility team. Based on the hypotheses H1d, I think that the company might set the target too high to achieve. As a consequence, it creates high employee turnover rate.

Table 4.10 Goal setting

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	1	2.94	32.35
Disagree	10	29.41	
Agree	22	64.71	67.65
Stronly agree	1	2.94	
Total	34	100	100

The research result shows that 67.65% believes that the company set right target and possible target for them to achieve whereas 32.35% doesn't believe. According to the result, it is analyzed that the majority of each department satisfies with the goal setting; especially, the sale department does. It shows 100% of them agree with the possible total revenue setting. However, the concrete goal of each department is not set and clarified to the employees yet.

Work-life balance

Work-life balance is the parameter which could interpret the employees' willingness. Some of them need to earn more money. They prefer to concentrate to the work and tend to take an overtime work. Some of them need to spend time with their family or friends. They don't need to do an overtime job. Therefore, the work-life balance is depending on an individual need. Based on the hypotheses H1e, I think that the company might over force the employee to work overtime or over control on the overtime budget. Consequently, it creates high employee turnover rate.

Table 4.11 Work-life balanced

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	-	-	8.57
Disagree	3	8.57	
Agree	20	57.14	91.43
Stronly agree	12	34.29	
Total	35	100	100

The research result shows that 91.43% of the candidates satisfies with the work-life balance whereas only 8.57% dissatisfies with it. The company working hours last from 8.30 a.m.– 5.30 p.m. weekdays, 8 hours daily in total. The company provides their staff twice more breaks in addition to lunch break in order to lessen stress from working in the hazardous environment. Moreover, the company will not force their employee to work for overtime job choose to announce and ask for volunteering instead. They also provide staff an athletic park to hold various games and performances. Therefore, the employees have a chance to relax and enjoy their life with friends.

Working environment

The cleanliness of the working area surrounding is very important. It impacts indirectly on the employee's feeling-- relax or stress-- according to the surrounding. However, the subject company is a paint manufacturing company and categorized into the heavy industry. Therefore, I think the cleanliness of the working area should be improved and it possibly creates the stress atmosphere to the workers. As a result, it could be one of the factors which promote the leave in the organization.

Table 4.12 Working environment

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	-	-	20.59
Disagree	7	20.59	
Agree	23	67.65	79.41
Stronly agree	4	11.76	
Total	34	100	100

The research result shows that 79.41% of the candidates claims that the working environment at the working area is clean enough and this won't make them stressful whereas 20.59% does not satisfy. After analyzing in depth, all of the dissatisfy result came from the production side which has high tendency to be dirty. The dirt which could occur during the paint ingredients mixing cannot be removed easily. Therefore, the company has the policy to clean the working area at least once a month to create a better working atmosphere.

Job security

Job security means a lot to employee decision. It is a parameter which could guarantee the employee about job stability and its security to work in the organization. In fact, the job security also depends on the total revenue of the firm as well. For example, when the economy is in the recession term, it drives the total revenue downward. When the company's survival is needed, some companies choose to lay off the employee in order to reduce the total expense. I think that if the company cannot create positive feeling of the job security to the employee, it will cause the employee turnover rate high.

Table 4.13 Job security

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	-	-	22.86
Disagree	8	22.86	
Agree	25	71.43	77.14
Stronly agree	2	5.71	
Total	35	100	100

The research result shows that 77.14% of candidate agrees that the firm can provide them the job security well whereas 22.86% does not satisfy. One of the main reasons is that this industry needs specific skills in many areas including production, technic, quality control and sale departments. It could not be easily substituted by any inadequate skill workers. Therefore, most of the employees in those departments have a feeling of being valuable to their company and feel secured. Moreover, in term of financial aspect, the company's sound credit upwardly creates its employee's security. Compare to the 6-year operating performance, a related figure of growing revenue of the company is accelerated remarkably. Therefore, there is low tendency to lay off the employees.

Retirement plan

Retirement plan of the firm is the most important factor for the working life. After long working years and being disable to work, it means that the employees have to plan well in order to spend the rest of their life comfortably. The provident fund is a part of a retirement plan. It will deduct some amount of the employee salary and keep it in the fund of the firm for them. Once they retire, the total amount plus its benefit, depends on the working period, will be returned to the employees' accounts. I think if the firm doesn't provide a long term plan to the employee well, especially to the one who is almost retire, it might cause a high employee turnover rate.

Table 4.14 Retirement plan

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	-	-	20.00
Disagree	7	20.00	
Agree	21	60.00	80.00
Stronly agree	7	20.00	
Total	35	100.00	100

The result shows that 80% of the candidates satisfies with the company policy whereas 20% does not satisfy. The provident fund of the employee will be offered to them after working for one year. There will be a returning rate based on the working period and it is stated clear. Moreover, the employee can choose the plan individually about how many percentages should be deducted from the salary for their future.

Physical safety

The safety issue is the most concern in heavy industry. The company shouldn't concentrate on only the revenue gained from the business only but it must also concern about the employees safety as well. The company should seriously provide the employee proper safety suit such as safety shoes, gloves, safety mask or helmet depends on the work appropriately. I think if the company doesn't provide enough safety stuffs to its employees, it will make the employees concern about their danger which could occur anytime during the working process. It will drive the employee turnover rate high as a result.

Table 4.15 The company provision about safety

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	2	5.71	31.43
Disagree	9	25.71	
Agree	23	65.71	68.57
Stronly agree	1	2.86	
Total	35	100	100

The result shows that 68.57% of the candidates agrees that the company concerns the personal safety to its employees whereas 31.43% doesn't agree. The company provides the employees safety shoes, personal mask, smell filter, gloves and cap which is suited to the working condition. Moreover, the firm is also managing the safety plan and allowing the employees know of every risk which may occur during the working process. The emergency plan in case of the chemical leakage or the fire is also created and a seminar is consistency performed. However, it is interesting to mention that though they feel that the company has concerned staff personal safety; but, they still don't feel safe to work here which shown in the table below.

Table 4.16 The employee provision about safety

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	2	5.71	54.29
Disagree	17	48.58	
Agree	14	40.00	45.71
Strongly agree	2	5.71	
Total	35	100	100

About 54.29% claims that they take risk both in physical and health aspects at the work place. All of them are from the production, technic and quality control department who work in the factory site. This is caused by lacking of the safety rules educating them the how-to use of safety equipment and also there are many of the hazardous chemical substances that they have to stay with daily.

Psychological safety

Not only the physical safety but the psychological safety is also needed brought to concern. The psychological safety is the concept of the mentality safety. It may include the noise and smell matters which could affect indirectly to the human body. The most concerning point in my opinion is all about the smell issue. Since it is the paint manufacturer, there must be a hazardous smell from many of raw materials and solvents. If there is not good enough ventilation system, it will surely cause the

problem to the respiratory system. As a result, it could increase the employee turnover rate.

Table 4.17 Psychological safety

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	4	11.43	60.00
Disagree	17	48.57	
Agree	12	34.29	40.00
Stronly agree	2	5.71	
Total	35	100	100

The result shows that 60% of the candidates claimed that there is not good enough ventilation system and causes the hazardous smell whereas 40% of them satisfies with the system. The result in depth shows that all of the dissatisfy candidates work in the hazardous atmosphere such as production, quality control and technic department since the chemical smell in their working area is too strong even there are the smell suckers. For the satisfy group, it mostly represents people in the sale and account department who work in a sealed-pattern room, not involve with the hazardous materials.

Relationship among friends

Relationship is an intrinsic factor that could be a priority for some employees to choose whether to stay working in the organization or not. Good relationship effects to the team working and a better working efficiency. They could process work smoothly. The employee will be happier with the working life in the organization. Therefore, if the relationship among friends is not good, it will create the bad effect to the organization and the employees themselves. It will also drive the employee turnover rate high.

Table 4.18 Relationship among friends

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	-	-	0.00
Disagree	-	-	
Agree	28	80	100.00
Stronly agree	7	20	
Total	35	100	100

The result shows that 100% of the candidates thinks that they all have a good relationship between each other. Since it is a small organization, everyone knows each other and helps each other for a mission accomplishment. Though, there are some complications during the working process but they are finally helping each other to solve the problems.

Table 4.19 Relationship between employees and boss

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	-	-	17.14
Disagree	6	17.14	
Agree	25	71.43	82.86
Stronly agree	4	11.43	
Total	35	100	100

In addition, they are happy with their boss according to the survey. It shows that 82.86% of them has a good relationship with the management team whereas 17.14% does not agree as shown in the table 4.15. They mentioned that they can express their feeling and talk directly to the boss.

Teamwork for both work and non-work activities

Team working is the key factor to get work done perfectly. It could say team working is another social activity helps promoting a better understanding to each other. It is not only for the team working during the working process but also the team working of the non-working activities such as playing sport as well. I think that the employee might feel they are not belonged to friends, management team or even the organization if they always experienced a poor team working. It might convince the employee to leave the organization.

Table 4.20 Team work for both work and non-work activities

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	1	2.86	28.57
Disagree	9	25.71	
Agree	19	54.29	71.43
Stronly agree	6	17.14	
Total	35	100	100

The result shows that 71.43% of the candidates stated that the staffs are always performing a good teamwork to accomplish the task whereas 28.57% doesn't agree. They commented that they are always helping each other even they are in the different departments. They feel the unity and could do anything to achieve the same goal.

Table 4.21 The company creates the team working activities

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	2	5.71	48.57
Disagree	15	42.86	
Agree	16	45.72	51.43
Stronly agree	2	5.71	
Total	35	100	100

However, the company might provide not too many activities that they could show a substance the team working performance for both work and non-work activities. It is said that only 51.43% of the candidates thinks that the firm always creates a team work task for them to accomplish whereas 48.57% of them does not agree.

Responsibility

Responsibility is the word that some employees seek to it. They want the company believe and trust in their efficiency and give responsibility to them. If the job is done smoothly, they will be proud and will effect soundly to their performances. However some of the employees do not want it since it effects more work loads and a high expectation. It is said that when you are grown enough, responsibility is another parameter that the employee needs from the firm. I think the company still holds a major control and might not give trust and full responsibility to their employees. Therefore, they leave the organization early.

Table 4.22 Responsibility

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	1	2.86	25.71
Disagree	8	22.86	
Agree	24	68.57	74.29
Stronly agree	2	5.71	
Total	35	100	100

The result shows that 74.29% of the candidates says that the organization trusts the employees and gives full responsibility to them whereas 25.71% of them does not agree. They are feeling good when they can accomplish the task given. They are proud and have eager to work more and more on it. They feel like the process is easier when it is managed by the key person since they can make their own decisions without waiting for the approval from the management team.

Recognition

The company and the management team shall remember the employees' names and perceive what they have been doing in the company. This seems like a little thing but it helps the employees feel that they are also important to the firm. I think that if the company couldn't perceive what the employees have been doing, it might partly result in higher employee turnover rate.

Table 4.23 Recognition

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	-	-	17.14
Disagree	6	17.14	
Agree	27	77.15	82.86
Strongly agree	2	5.71	
Total	35	100	100

The result shows that 82.86% of the candidates says that the management team knows their existences and knows what they have been doing including the working efficiency whereas 17.14% doesn't agree. It shows a good result because of being a small to medium-sized company. The management team is the one who goes and talks in order to examine the working area by itself. They will take about 20-minute walk around the factory area twice a day. Therefore, they will know and recognize their employees well.

Praise

Praise is another motivation factor which could make the employee proud and feeling worthy to do their task well. By giving applause to the employee, it means a lot to them. The company should not only complain to the bad things, but it should also consider admiring the employee in return as well. I think the company might not give enough applause to the employee when they did good things, so the employee turnover rate is high.

Table 4.24 Praise

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	1	2.86	31.43
Disagree	10	28.57	
Agree	21	60.00	68.57
Stronly agree	3	8.57	
Total	35	100	100

The result shows that 68.57% satisfies with what the management team has been doing whereas 31.43% doesn't agree. This might occur because the management team hasn't talked to all over the employees during the afternoon walk. Most of the dissatisfy group represents people from the production department which seems to be the majority workers. However, the research also found out that the management team also gives applause to the employees who take no leave during the year every year and admire them when they can get the job done well. The management team provides a reward to those performed as the best employees publicly.

Respect

People seek respect from the others; especially, experienced or elder people. The more they gain experience or knowledge, the more they need respect from the others. The most important is the way they get respect from their subordinates, friends or the company in term of their knowledge and their experience. If no one respects them, they cannot lead them to the same direction which will cause a poor working efficiency as a consequence. Moreover, the one who didn't get the respect from others tends to take leave from the company earlier.

Table 4.25 Respect

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	-	-	11.43
Disagree	4	11.43	
Agree	29	82.86	88.57
Strongly agree	2	5.71	
Total	35	100	100

The result shows that 88.57% of the candidates receives respect from the people surrounding them whereas 11.43% doesn't agree. The company assigned a boss to be a leader in each department; however, they are more like friends and pay less seniority respect compared to other company. Moreover, they respect each other which could observe during the working and discussion environment.

Achievement

Achievement is a parameter which can fulfill the individual needs. Since it is easier to measure and it is also practical, the employee needs a task to be achieved either it could be an easy or even a hard one. Some of them might try to achieve the challenging task in order to fulfill their needs and make them proud. Therefore, I think if the company just only gives the routine task to those employees, they might feel bore and end up with a decision to leave the firm.

Table 4.26 Achievement

Decision	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Strongly disagree	-	-	20.59
Disagree	7	20.59	
Agree	22	64.70	79.41
Strongly agree	5	14.71	
Total	34	100	100

The result shows that 79.41% of the candidates likes to have challenging task to prove their performances and also fulfill their needs. They also stated that it would make them proud if the job is done. However there are also 20.59% who doesn't agree. From the interview, we found out that the task which already given to the employees; especially, to the sale, accountant and technical departments are all challenging. Meanwhile, the production, warehouse and quality control departments seem to have a routine task.

Job satisfaction

Job satisfaction depends on individual needs. It might be the most important factor to measure how long the employee would like to stay in the firm. It could say it is the conclusion factor which the employees determine from the overall benefit and working status at a workplace. I think if the company can create a high job satisfaction to the employees, the employees will tend to stay longer and will make the employee turnover rate lower as a result.

Table 4.27 Job satisfaction

Average score	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Very dissatisfy	-	-	14.29
Dissatisfy	5	14.29	
Satisfy	22	62.86	85.71
Very satisfy	8	22.86	
Total	35	100	100

The result shows 85.17% of the candidates satisfies with the current job whereas 14.29% does not satisfy. There is no significant biography of the dissatisfy group.

4.2 Analysis result

Based on hypothesizes that the research had been analyzed in 4.1, all hypothesizes could be categorized into each level of needs in the Maslow's Hierarchy

of needs. The research summarizes the data collected and could interpret in the each level of the Maslow's Hierarchy of needs as below.

Physiological needs

Table 4.28 Physiology

Average score	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Very Dissatisfy	-	-	11.43
Dissatisfy	4	11.43	
Satisfy	24	68.57	88.57
Very satisfy	7	20.00	
Total	35	100	100

The result shows 88.57% of the candidates satisfies with the current physiology needs whereas 11.43% does not satisfy. That means the overall benefits including the salary, welfare, work-life balance, shelter and others which the company has provided to their employees meet with the employee's needs. However, there are some dissatisfy groups, 4 people, who work in the warehouse and technical department. These people have tendency to leave the company since the company cannot fulfil even the primary basic needs of the Maslow's Hierarchy of needs.

Safety needs

Table 4.29 Safety

Average score	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Very Dissatisfy	1	2.86	28.57
Dissatisfy	9	25.71	
Satisfy	23	65.71	71.43
Very satisfy	2	5.71	
Total	35	100	100

The result shows 71.43% of the candidates satisfies with the current safety curriculum whereas 28.57% does not satisfy. The safety issue includes both physical and phycology safety. Those dissatisfy group represents people from production, technical, warehouse and quality control department. Interestingly, 70% of the dissatisfy group has been working in the organization for more than 3 years. It could be interpret that the company might lack of the safety restriction; especially, in the risky area such as the production department. Though, more than 70% of the satisfy group are less than 3-year working experience.

Social needs

Table 4.30 Social

Average score	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Very Dissatisfy	-	-	2.86
Dissatisfy	1	2.86	
Satisfy	24	68.57	97.14
Very satisfy	10	28.57	
Total	35	100	100

The result shows 97.14% of the candidates satisfies with the current social factors whereas only 2.86% does not satisfy. The company has been doing such a great job on this need. It is about the social among friends, even in the different departments, or between the employee and management team.

Self-esteem needs

Table 4.31 Self esteem

Average score	No. of respondents	Percentage of respondents (%)	Sum of percentage(%)
Very Dissatisfy	-	-	2.86
Dissatisfy	1	2.86	
Satisfy	26	74.29	97.14
Very satisfy	8	22.86	
Total	35	100	100

The result shows 97.14% of the candidates satisfies with the current social factors whereas only 2.86% does not satisfy. The company also processes this needs well as same as the social needs. Interestingly, the one who dissatisfy in self-esteem need is the same person who dissatisfy in social needs. The employee is female, aged between 31-40 years and has been working here for 3-5 years. However, the department is unidentified.

Self-Actualization

For the self-actualization of every employee, it is an open-ended question since it could be anything like their final dream. Most of them mention about the happy working, the family life, houses and cars. They need money to build them up and create their future as they wish. Since the career path is also the ladder to fulfill their dream, so they also need promote to a higher position and expected more salary as a consequences.

Expectation

The expectation of the employee before working in the company has also been identified in the open-ended question. There could be categorized into 3 groups which are shown in the table below;

Table 4.32 Expectation (19 people leave the answer blank)

Opinion	No. of respondents	Percentage of respondents (%)
Meet expectation	2	12.5
Below expectation	3	18.75
Not meet expectation	11	68.75
Total	16	100

Even there is a good feedback in the questionnaire, most of the employee, however, states that their expectation has not met yet. The research shows 68.75% of the answer which says it doesn't meet their expectation. On the other hand, only 18.75% states that it is already met their expectation.

CHAPTER V

DISCUSSION AND CONCLUSION

The research is aimed to find the factors which make the company face with the high employee turnover rate. The research is based on the Maslow's Hierarchy of needs theory. Therefore, the hypotheses which cause the employee turnover rate high will be based on its theory. Not only the factors but the research is also aimed to measure the employee job satisfaction through the Herzberg's two factors theory as well. If the essential factors could be found, those factors can be adopted in order to lower the employee turnover rate of a subject company. The improvement of the company strategy will help create a long term employment. It will also effect to the working stability, higher working efficiency and also a job satisfaction for both company and employees themselves.

5.1 Summary

5.1.1 Maslow's Hierarchy of needs analysis

According to the Maslow's Hierarchy of needs, the theory states that human must be substantially satisfied the lowest need before the next level of need becomes dominant (Lester, 2013). The overall result from the questionnaire shows that the company has provided all needs to its employees well as stated in 4.2. It could show that the company fulfills the employees' needs from the lowest level of Maslow's Hierarchy of needs up to the self-esteem needs.

However, there are still some prospects to be developed to get a higher efficiency when we are looking in depth detail. It is found that the annual bonus, the jasmine rice monthly provided, the overall welfare and the safety in both physical and psychological are dissatisfied by the majority of the employees according to the table

4.4, 4.7, 4.9, 4.16 and 4.17 respectively. The other factors are in good standard and are satisfied.

However, the open-ended question at the end of the questionnaire combined with a few questions. It is about what the employee expects from working in the organization. According to expectation matter, it is clearly seen that most of the employees need more consideration from the management team to fulfill their expectation. Most of them states about the salary which is not enough, the working systematic is not good, the welfare which could be improved and the job which does not match with their working experiences.

5.1.2 Herzberg's two factors analysis

Herzberg's two factors theory states that the first three levels of Maslow's hierarchy of needs are the hygiene factors which help to protect job dissatisfaction, meanwhile the motivation factor, self-esteem and self-actualization will help to create the job satisfaction. Unlike the Maslow's hierarchy of need, employee could set priority on any first three levels which are physiological, safety or social needs in any order. Once the hygiene factors are fulfilled, the job satisfaction is created.

According to the questionnaire, it is said that the company has created the job satisfaction to the majority of the employees. Moreover, the open-ended question about rearranging the priority need among physiological, safety and welfare in order, it shows some evidence that the employees' needs has no necessary to start with the basic needs, physiological needs. Some of them weight the job security to be their priority, while some of them weight the social among friend is their top priority.

In conclude, the company has created the job satisfactions and the general needs to the employees well in overview. However, there are some factors that need to be developed to reduce the employee turnover rate. All of them are located in the first two level of Maslow's Hierarchy of needs, physiological and safety needs such as the bonus given to each employee, monthly jasmine rice provided, more welfare and safety in both physical and psychological aspects.

5.2 Contribution

This research is established in order to measure the factors which cause the high employee turnover rate based on the Maslow's hierarchy of needs and Herzberg's two factors theory. The factors which are used to analyze in the research are all based from the theory. The result of the analysis is also corresponding to theory.

5.3 Managerial implication and suggestion

The research has shown some of the essential factors which could cause a high employee turnover rate. Therefore, the management team could consider those factors and fix it in order to reduce the employee turnover rate.

Bonus

The research shows that the employee doesn't understand what factors are determined to the bonus given to the employees since the bonus given to them is unequal. Therefore, the management team should state a clearer explanation about what are the factors to be considered about the bonus given to the employees. For example, it could be measured from the absences, the number of job done, a number of new product development or a number of new customer. Then, there would be less problem on an unequal bonus distribution.

Monthly jasmine rice provided

The research shows that there are not enough rice cookers to cook during the lunch time and could not be served for all of the employees. Therefore, the management team could provide more rice cookers which could serve all employees. If it is not possible, it should be somehow fix the problem by buying the cooked rice for them instead. The most important thing is everyone should get the benefit equally, not just a group of the people.

Overall welfare

The research shows that the overall welfare provided to the employees do not meet with their expectation yet. Therefore, the management team should set a

meeting and discuss with the employees in order to get the idea about which welfare that they need to be fulfilled. It could start from the top priority one in the employees' view not the management team's view since we would like to fulfill their needs.

Physical safety

The research shows that the management team shows some concerns about the safety issue to their employees. However, it seems like they still feel unsafe; especially, for the one who work in the factory such as in production, technical and quality control department. Therefore, the management team should provide, at least, enough the safety equipment to all employees and create the rules for them to follow. There might have a reward and the penalty for the safety campaign as a motivation factor to make them follow the rules.

Psychological safety

The research shows that the strong smell in the factory area is the main problem and could also create a long term health problem to anyone who works in that area. Though, the strong smell is normal in paint industry but the management team should consider about more blowers or air suckers which could help reduce the smell in the production area. It might first start from the most hazardous smell area in the factory.

Systematic working process

The research shows that there are many of the employees who need to work as a professional and being systematic. The management team should create the system with responsibility persons. So that it would not cause any confusion during the working process. However, it should be firstly examined what is not the systematic issue by discussing among departments.

5.4 Limitation

The research is based on the current status of the benefit provided to the previous employees and also the current employees. Therefore, it might not be the actual factors which make high employee turnover rate last year. However, the research assumed that the current status of the benefits provided to their current employees also have the same impacts to the resigned employees. Moreover, the interview session does not happened to every employee. Therefore, it might have some hidden factors that the research could miss.

5.5 Future research

In order to gain more understanding about what the employees' needs, the interviewing session should be managed. Much of information acquired from the interviewing session is a very important factor, therefore it could be more interesting to know every factor that makes the employee turnover rate high. Interestingly, if the management team has considered an improving based on the research's recommendation, it is also good to follow up the result whether it would fulfill the employees' needs and help to reduce the employee turnover rate or not.

In addition, the research could focus on the type of the employees whether they are a theory X or theory Y employee since the type of the employee has directly affected to the management strategy to achieve a higher working efficiency.

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APPENDIX A: Questionnaire

QUESTIONNAIRE

Please circle the right answer

Section 1

BIOGRAPHY

1. Sex Male Female
2. Age
 < 25 Year 25-30 Year 31-40 Year 41-50 Year
 > 50 Year
3. Marital Status
 Single Married
4. Education level
 Lower secondary school Higher secondary school
 High vocational certificate Technical certificate
 Bachelor degree Master degree
5. Department
 Accounting Dept. Production Dept. Technical Dept.
 Quality control Dept. Sales Dept. Warehouse Dept.
6. Working period
 <1 Year 1-3 Years 3-5 Years >5 Years

Section 2

Please rate a number to indicate how much you agree or disagree with each of the following statements.

1 = Strongly disagree 2= Disagree 3= Agree 4= Strongly agree

Statements	Answer
1. The firm has provided the basic needs for the employees well.	

Statements	Answer
2. The salary I have earned is suitable for the position and its duty.	
3. The company has distributed bonus to the employees fair enough.	
4. The uniform which is provided to the employees 3 times a year as the welfare is good.	
5. It is easy and convenience to come to work at the company	
6. The monthly rice provided to the employees as the welfare is good.	
7. The food and transport expense provided to the employees as the welfare is good.	
8. The overall welfare provided to the employees is good.	
9. The company has a concrete policy which is practical and there is a possibility to achieve.	
10. The firm has provided a household medicine for every employee well.	
11. The 8 hours working period is already suitable for everyone.	
12. The surround of the company is clean.	
13. The canteen provided to all employees is sufficient for the employees.	
14. The drinking water provided to all employees is clean and is sufficient for the employees' needs.	
15. The reward and the salary is the motivation factor for me to work well.	
16. The job security is safe here.	
17. The firm has a good retirement plan to support the employees after retirement.	
18. The company has a safety provision towards the employees well.	
19. The working environment is safe and will not harm to the employees' health.	
20. The working area has a good system to get rid of a bad smell.	
21. The relationship between friends and me is good.	
22. The relationship between the management team and me is good.	
23. The employees tend to help each other even they work in the different departments	

Statements	Answer
24. The company often gives a teamwork task to do for both work and non-work activities.	
25. The management team has recognized and known what I am doing.	
26. The challenging task is motivated me.	
27. The management team trusts their subordinate and give full responsibility to their employees for the individual work.	
28. I feel happy when boss and my friends know how much I work hard.	
29. The management team always gives the employees praise when they do their work well.	
30. My boss and friends respect me according to my working experiences and my knowledge.	
31. I like to have a participation on the decision making relates to the working constraint.	
32. I like to have a challenging task to do even it is hard. If it is done well, I will proud of it.	
33. I like to set the target and will try so hard to achieve it.	
34. I do satisfy and happy to do this job.	

Section 3

Open-ended question

1. What did you expect before working in this organization? Have you already got what you have expected?
2. Please rank the following issues based on its importance about which will make you happy at the work place.

Salary Welfare Social Job security Safety