



FACTORS AFFECTING EMPLOYEES' ABSENTEEISM AND
TURNOVER: A CASE STUDY OF MANUFACTURING
COMPANIES IN URBAN AND INDUSTRIAL
ESTATE AREAS

by

Ms. Niratchara Kanthakorn

A Final Report of the Six-Credit Course
CE 6998 - CE 6999 Project

Submitted in Partial Fulfillment
of the Requirements for the Degree of
Master of Science
in Computer and Engineering Management
Assumption University

July 2002

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Academic Year	July 2002

The Graduate School of Assumption University has approved this final report of the six-credit course, CE 6998 – CE 6999 PROJECT, submitted in partial fulfillment of the requirements for the degree of Master of Science in Computer and Engineering Management.

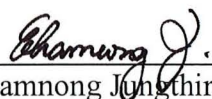
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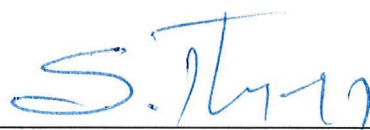
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ABSTRACT

A human being is the most important resource in an organization. A company needs to invest in its people to develop them to fulfill the company's requirements and achieve the objectives. There are 2 objectives in this study:

- (1) To find the main reason for absenteeism and frequent turnover of the employees from private companies in Bangkok's, Urban areas and Industrial estates in Thailand.
- (2) To use the result of the study as a guideline creating the motivational factors that lead to longer time of working.

The researcher uses a descriptive method and questionnaires to collect information. The sample is limited in terms of age, education and work location, from 400 returned questionnaires of 450 distributed questionnaires. After getting the rough data, it is transformed to numerical data, using SPSS P/C software to calculate. The findings are as follows:

- (1) Most employees mostly use sick leave as the primary reason to the company, those would be absent when necessary and their real reason when taking leave is sick leave, vacation and seeking new jobs respectively. The most important factors that are effects of their absenteeism is duties and responsibilities.
- (2) Most employees would consult their relatives or friends when they need to resign. They expect the salary increase by 10%-20% up from their current salary and they would choose their current jobs again if they have the opportunities. The most important factors that effect their resigning decision from the company is salary and benefit.

ACKNOWLEDGEMENTS

I am indebted to the following people and organizations. Without them, this project would not have been possible.

I wish to express sincere gratitude to my advisor, Mr. Smith Tungkasmit. His patient assistance, guidance and constant encouragement have led me from the research inception to the research completion. I would like to express my greatest appreciation to my Advisory committee members: Prof.Dr. Srisakdi Charmonman, Dr. Chamnong Jungthirapanich.

I would like to thank my bosses, Mr. David Simpson, my colleagues at Velocity Resource Group and NSK Safety Technology (Thailand) Co., Ltd. including my friend from Assumption University and YWCA Secretarial School for their support.

My special appreciation is to my family for their fervent and continuous encouragement. Above all, I am forever grateful to my parents, whose willingness to invest in my future has enabled me to achieve my education goal.

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I. INTRODUCTION

1.1 Introduction /Background of the Study

Absenteeism and Turnover of the employee in the organisation are much like diseases that appear whenever a company fails to inoculate itself through the use of sound management practices. To cure excessive absenteeism and turnover, one has to know the exact causes and then examine the available, workable and proven solutions to apply against those causes.

Absence refers to time an employee is not on the job during scheduled working hours, except for granted leave of absence, holiday or vacation time. Whereas, Turnover refers to time that employees resign from the organization.

Using the standard U.S. Department of Labor formula, the rate of absenteeism is calculated by dividing the number of working days lost through absence in any given period by the total number of available working days in that same period, as follows:

Absenteeism Rate = Number of lost working days due to absence / (Number of employees) x (Number of Workdays) x 100

For examples:

(a)	Average number of employees in work force	100
(b)	Number of available workdays during period	20
(c)	Total number of available workdays (a x b)	2,000
(d)	Total number of lost days due to absences during the period	93
(e)	Absenteeism percent (d / c) x 100	4.65%

The impact of two moods dimensions (positive affect and negative affect) on employees' withdrawal behavior-specifically, on their absenteeism and turnover from

an organization. The positive affect reduced absenteeism and turnover, while negative affect increased absenteeism and turnover. Job satisfaction moderated the relationship between positive affect and absenteeism. These results point to the importance of considering both job attitudes and emotions in effort to predict and manage employee withdrawal behavior.

In other words, employees revealed that repetitive, boring jobs coupled with uncaring supervisors and/or physically unpleasant workplaces led them to make up excuses for not coming to work, such as claiming to be sick. If your employees perceive that your company is indifferent to their needs, they are less likely to be motivated, or even to clock in at all.

Absence and turnover are particularly important outcomes to examine for several reasons. One reason is their implications for organizational functioning. In some cases, absenteeism and turnover are beneficial to organizations. Absenteeism can provide stress-relief, making employees more efficient when they return to work. Turnover can rid the organization of employees who are disruptive and/or poor performers. Also, following employee departures, the fresh perspective of replacement employees can enhance innovation. More often than not, however, such withdrawal behaviors are undesirable to companies. Absenteeism can result in significant productivity losses and administrative expenditures. Also, the organizational readjustments and costs associated with the departure and replacement of employees can be substantial. An increased understanding of the impact of mood on absence and turnover may help companies avoid incurring such costs.

1.2 Importance of the Study

A human being is the most important resource in an organization. A company needs to invest in the people to develop them to fulfill the company's requirements and achieve the objectives. The company has to pay for recruiting and training for the employees. Once the employees decide to leave or resign from the company, they must have reasons. What are those reasons? It may be salary increase, or conflicts in the organization. The result of the resignation could be the company's loss of skilled employees and the company has to spend time and money to recruit new employees and train them. It wastes time to train a new one and new employees need to adjust themselves to a new job. The result of this study can identify the causes of absenteeism and turnover and provide suggestions to prevent problems. In addition, the result can be beneficial as follows:

- (1) The company is able to use the result as guidelines to motivate the employees to work with the company longer and to be more productive.
- (2) The company is able to save cost and time in recruiting and training process and keep the potential employees who are able to develop the new projects for the company.
- (3) The company is able to create or build employee's sense of belonging and loyalty.
- (4) For the employees, they can gain more knowledge and are able to become experts in the industry because they spend more time in the same industry.
- (5) The employees can understand the reasons why their subordinates or other employees do not like this job so that they can adjust themselves in their work place and have a chance to be promoted and get more benefits.
- (6) People do not lose time and money in finding jobs.

1.3 The Objectives of the Study

- (1) To find the main factors for absenteeism and turnover of the employees from private companies in Bangkok, Urban area and Industrial estate in Thailand.
- (2) To use the result of the study as a guideline creating the motivation factors that lead to longer time of working.

1.4 Research Methodology

This research is a descriptive study. The methodology is defined below:

- (1) Data collection
 - (a) The researcher will use the questionnaires to find the answer.
 - (b) The type used is close-ended questionnaires.
- (2) Sampling Method
 - (a) The researcher collects samples from the employees who work with private sectors in Bangkok, surrounding areas and industrial estate in Thailand.
 - (b) Plans to collect 400 samples.
 - (c) Uses random sampling.
- (3) Data Analysis
 - (a) SPSS / PC software program will provided statistic and interpretation of data analysis.

1.5 Limitation

The researcher collects the information based on the following:

- (1) Employee: working in Bangkok, Surrounding areas and Industrial Estate with private sectors.
- (2) Education: from High School to Ph.D. in any field.

- (3) Age: from below 21 years to 51 years up.

1.6 Definition of Terms

- (1) Absenteeism: Frequent absence from school or work, especially without good reason.
- (2) Turnover: Rate at which workers leave a factory, company, etc. and are replaced.
- (3) Job Resignation: To quit from the job by employees themselves.
- (4) Employees: The people who are employed by private sector in Bangkok, surrounding areas and Industrial Estate.
- (5) Private Sector: The company which is owned by businessmen, not the government.
- (6) Recruitment: To hire employees for available positions by using internal and external sources.
- (7) Random Sampling: The process of selecting a sample in such a way that all individuals in the defined population have an equal and independent chance of being selected for the sample.

II. LITERATURE REVIEW

There are several theories that can be used to describe the human behaviour that cause job resignation as follows:

2.1 Employee Turnover Theory

Paul Pigor and Charles A. Myer (1973) said that “Employee Turnover” is the movement of the people to go in and go out from the organisation including:

- (1) Accession: to employ new employees or reemploy the old employees to work in the organisation.
- (2) Separation: the end of employment that can be divided
 - (a) Discharge: discharging because of employee reduction and the employees break the company rules and regulations.
 - (b) Resignation: the end of employment because of the decision made by the employees.
 - (c) Retirement: the end of employment because of age (55 or 60 years old which is up to the company's rule).
 - (d) Death

Loenard R. Sayless and George Strauss (1977) said that “Employee Turnover” is the end of employment and has to recruit the new employees to work in the organization. Employee turnover can happen voluntarily and involuntarily.

Mobley (1982) said that “Employee Turnover” is the end of employment voluntarily and the employee will receive the benefits. In this definition, it emphasizes voluntary resignation, not changing position or transferring.

Table 2.1. A Major Organization's Reason for Turnover Categories (Mobley 1982).

Dissatisfaction:	Alternatives:
Wages – amount	Returning to school
Wages – equity	Military service
Benefits	Government service
Hours or shift	Starting own business
Working conditions	Similar job: same industry
Supervision – technical	Similar job: other industry
Supervision – personnel	Different job: other industry
Coworkers	Voluntary early retirement
Job security	Voluntary transfer to subsidiary
Job meaningfulness	New position
Use of skills and abilities	Organisation
Career opportunities	Position
Policies and rules	Location
Others: _____	Earnings
<u>Living Conditions:</u>	<u>Organisation Initiated:</u>
Housing	Resignation in lieu of dismissal
Transportation	Violation of rules, policy
Child care	Unsatisfactory probation period
Health care facilities	Attendance
Leisure activities	Performance
Physical environment	Layoff
Social environment	Layoff: downgrade refused
Education opportunities	End of temporary employment
<u>Personal:</u>	<u>Others:</u>
Spouse transferred	Transfer to:
To be married	Leave of absence from:
Illness or death in family	On loan to:
Personal illness	Retirement
Personal injury	Death
Pregnancy	

2.2 Maslow Theory: Hierarchy of Needs

A. H. Maslow (Maslow 1960: 122-144) set up the theory that:

- (1) Human always has needs and they are never ending. Once they can satisfy their needs, the new one will begin immediately.
- (2) The need that is already satisfied cannot motivate human being to do anything anymore. They will be motivated to do something by using the unsatisfied needs only.
- (3) Human need has a hierarchy that can be defined into 5 steps:

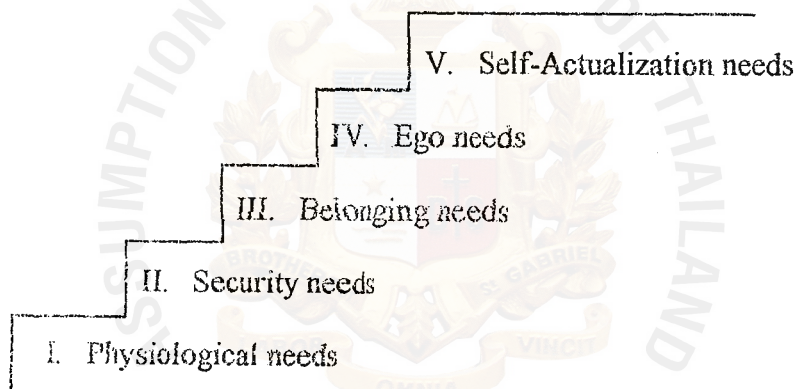


Figure 2.1. Hierarchy of Needs.

- (a) Physiological needs: the basic needs that are required for survival including food, shelter, medicine and clothes.
- (b) Security needs: once human being can survive with the basic needs, the next step people will concern is security for their life. Human tends to avoid doing the job that cannot provide security.

- (c) Belonging needs: human needs to be accepted by other people in the society. Human needs socialisation so they cannot live alone. Human needs to have a group and absolutely needs to be a part of the society.
- (d) Esteem or Ego needs: human needs to be recognised by others. Human tries to use the knowledge and skills to do the job better than other people because they need to be an important person in the society.
- (e) Self – actualisation needs: this is the highest level need of human being. Human has a need to do something that can fulfil them and do not need any support from the society. Human has an individual dream that is probably very different from the real life.

2.3 Mobley Theory

Job resignation creates both positive and negative effects to the organisation, an individual and the society. If the management is able to understand the process of job changing and can provide the suitable solution, the job resignation will be good effects to the organisation.

(1) The effects to the organisation

(a) Good Effects

- (1) Able to employ the new staff who can work and perform better than the old one.
- (2) Get new knowledge and technology that come with the new employee.
- (3) When people need to change a job, they will not pay attention to work. Job resignation can help the organisation to solve this

problem.

- (4) Have an opportunity to promote the existing staff to the available position.

(b) Bad Effects

- (1) Direct and indirect cost to the organisation.
- (2) Losing the potential employee.
- (3) Losing sense of belonging and loyalty because the existing employees will know that there is other choice for job progressing.
- (4) Losing the opportunity to implement or run the new project because of lack of potential employee to handle the project.

(2) The effects to an individual

(a) Good Effects

- (1) Higher position and benefits.
- (2) If the employees can find a better job, they will be proud and more confident.
- (3) There is more motivation factors to drive the new employees work hard.
- (4) Open an opportunity to the existing employee to be promoted.

(b) Bad Effects

- (1) Losing the benefits that depends on the years of working.
- (2) Job resignation can create tension. If they cannot control the pressure or tension, it may have an effect to the family and other people.
- (3) In the case of a couple, one's decision to resign may have an

effect on the other.

- (4) Losing money and time in finding a job and losing the relationship with the old society.

(3) The effect to the society

(a) Good Effects

- (1) Changing a job to work with a new organisation is necessary for economic development and higher salary can increase GDP.
- (2) When people resign from a job that creates more tension, it can help the society save the money using to therapy them from tension.

(b) Bad Effects

- (1) Job resignation creates more cost to recruit new employee so the production cost and the product cost will be higher.
- (2) Cannot increase investment because of lack of personnel.

Besides, Mobley, Griffeth, H. Hand and B. Meglino collect the results from many researches and theory to identify the job resignation factors. Those are:

- (1) Organization Factor including objective, value, policy, salary and benefits provided, job description, authority, teamwork, environment etc.
- (2) Individual Factors: can be divided into 2 groups:
 - (a) Occupation: position, expertise, status, professional.
 - (b) Individual: year of working, education level, personality, benefits, economic and social situation, responsibility to family etc.

From Figure 2.2, Mobley and team present that there are 4 factors for resignation

- (1) Job satisfaction – dissatisfaction: this is self-evaluation that will connect with own value. The current job satisfaction is not connected with the future

job satisfaction.

- (2) Expected utility of alternative internal work roles: sometimes people will not change a job even though they have a new opportunity because they expect to get a promotion or more progress in the current organization.
- (3) Expected utility of external work roles: external work role will be a choice for the people who need to change a job. People will compare between the current job and a new opportunity. If the new one is better, they will resign from the current job.
- (4) Non work values and contingencies: factors for job resignation does not concerning with work itself only. Most people will change jobs because of family situation, region, culture, health condition and society value.

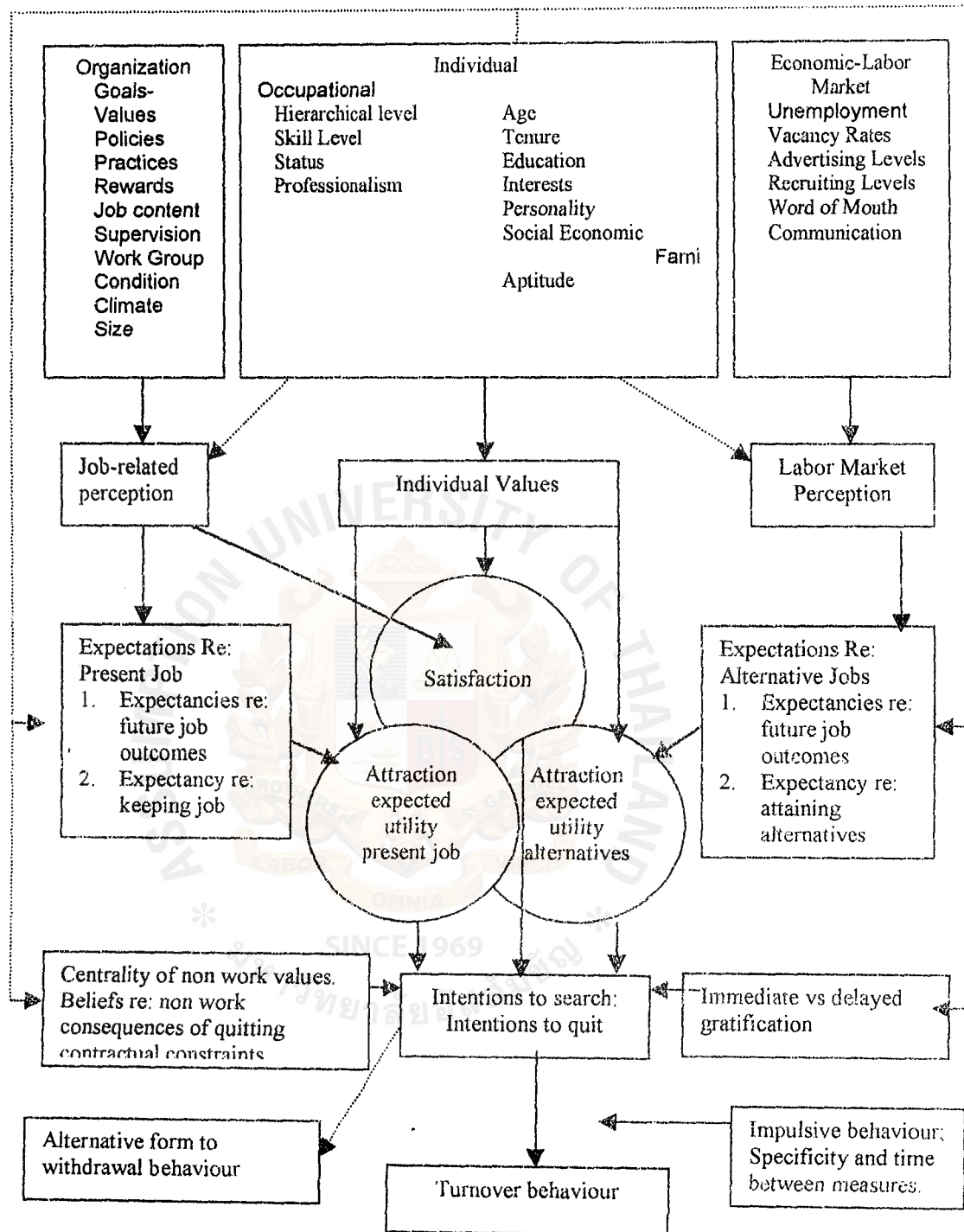


Figure 2.2. Mobley's Intermediate Linkages Model (Mobley, Griffeth, Hand, and Meglino 1979).

2.4 Herzberg Theory: Two Factors

Herzberg presents the two factors that affect the human behavior:

- (1) Hygiene Factor consists of factors that are necessary to people to survive and it is a must for a company to provide the employees. They are:
 - (a) Company policy and administration
 - (b) Supervision technical
 - (c) Working condition
 - (d) Interpersonal relation
 - (e) Salary
 - (f) Status
 - (g) Job security
 - (h) Factors in personal life
- (2) Motive Factor is a tool to motivate people to work and increase productivity it includes:
 - (a) Achievement
 - (b) Recognition
 - (c) Work itself
 - (d) Advancement
 - (e) Responsibility
 - (f) Possibility of growth

2.5 Career Planning and Development

This is the deliberate process through which a person becomes aware of personal career-related attributes and the lifelong series of stages that contribute to his or her career fulfillment. As summarized in Table 2.2, the individual, the manager, and the organization all have roles in the individual's career development. It is the individual who must accept responsibility for his or her own career, assess interests, skills, and values; seek out career information and resources; and generally take those steps that must be taken to ensure a happy and fulfilling career. Within the organization the individual's manager plays a role, too. The manager should provide timely and objective performance feedback, offer development assignments and support, and participate in career development discussions, for instance. The manager acts as a coach, appraiser, advisor, and referral agent by listening to and clarifying the individual's career plans, giving feedback, generating career options, and linking the employee to organization resources and career option.

Table 2.2. Roles in Career Development (Otte and Hutcheson 1992).

<p>Individual</p> <ul style="list-style-type: none"> • Accept responsibility for your own career. • Assess your interests, skills and values. • Seek out career information and resources. • Establish goals and career plans. • Utilize development opportunities • Talk with your manager about your career. • Follow through on realistic career plans.
<p>Manager</p> <ul style="list-style-type: none"> • Provide timely performance feedback. • Provide developmental assignments and support. • Participate in career development discussion. • Support employee development plans.
<p>Organisation</p> <ul style="list-style-type: none"> • Communicate mission, policies, and procedures. • Provide training and development opportunities. • Provide career information and career programs. • Offer a variety of career options.

2.6 Factors That Affect Career Choices

The first step in planning a career for yourself or someone else is to learn as much as possible about the person's interests, aptitudes, and skills. There are 5 stages that identify the person's career stage as follows:

- (1) **Growth Stage:** The period from birth to aged 14 during which a person develops a self concept by identifying with and interacting with other people such as family members, friends and teachers.
- (2) **Exploration Stage:** The period between 15 and 24 years of age during which a person seriously explores various occupational alternatives, attempting to match these alternatives with his interests and abilities.
- (3) **Establishment Stage:** The period, roughly from 24 to 44 years of age, that is the heart of most people's work lives. This stage can be divided into:
 - (a) **Trial Substage:** The period from about 25 to 30 years of age during which the person determines whether or not the chosen field is suitable and, if it is not, attempts to change it.
 - (b) **Stabilization Substage:** The period, roughly from 30 to 40 years of age, during which firm occupational goals are set and more explicit career planning is made to determine the sequence for accomplishing these goals.
 - (c) **Midcareer Crisis substage:** The period between the mid-thirties and mid-forties during which people often make a major reassessment of their progress relative to their original career ambitions and goals.
- (4) **Maintenance Stage:** The period from about 45 to 60 years of age during which a person secures his or her place in the world of work.

- (5) Decline Stage: The period during which many people are faced with the prospect of having to accept reduced levels of power and responsibility.

2.7 The Price Model

Prices define the primary determinants of turnover as pay levels, integration, instrumental communication, formal communication and centralization.

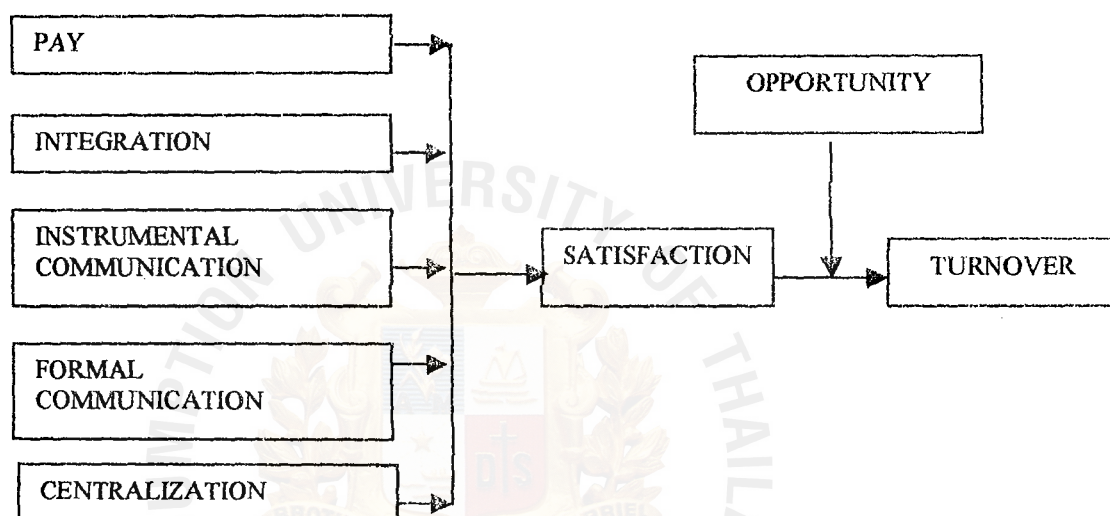


Figure 2.3. Price's Model of Turnover Determinants and Intervening (Mobley 1982).

2.8 How Career Decisions Are Made: Five Decision –Making Stages

- (1) Identifying problems: the needs to make a decision usually come from information that an individual receives. Sometimes it may be self-initiated or it may arise because of a sudden opportunity that an individual does not seek but he or she decides to consider it.
- (2) Exploring alternatives: people attempt to survey the alternatives and these alternatives may become the sources of the decision.
- (3) Evaluating alternatives: It is the process of weighing and comparing alternatives. Finding the best can satisfy an individual's requirement.

- (4) Making a choice: People have to make a choice that is not always the best alternative and it may not be the one that people really want.
- (5) Making a commitment: It is a force that causes people to stick to the decision. When people work for the company and have a chance to do important tasks and to be recognized by the company, the commitment will happen.

2.9 Employee Preferences for Various Benefits

Two researchers conducted a study that provides some insight into employee preferences for various benefits. They mailed questionnaires listing seven possible benefit options to 400 employees of a midwestern public utility company. Completed questionnaires were received from 149 employees (about 38% of those surveyed). The seven benefit options were as follows:

- (1) A five-day workweek with shorter working days of 7 hours and 35 minutes.
- (2) A four-day workweek consisting of 9 hours and 30 minutes each day.
- (3) Ten Fridays off each year with full pay. This includes ten three-day weekends per year in addition to any three-day weekends previously scheduled.
- (4) Early retirement through accumulation of ten days per year until retirement age. The retirement age will be 65 minus the number of accumulated days. Full pay will continue until 65.
- (5) Additional vacation of two weeks per year with full pay, added to the present vacation.
- (6) A pension increase of \$75 per month.
- (7) Family dental insurance fully paid for by the company.

Finally, employees were also asked to show their relative preference for a pay

increase of 5% in addition to any general wage increase negotiated.

2.10 The Influence of Others in Career Choice

Roc & Super (1957) state that parents play an important role in the development of vocational characteristics of children. Young & Friensen (1992) finds the parents' belief can lay a suitable groundwork for the career development of their children by influencing them to become responsible and capable human being.

2.11 The Research on Job satisfaction

Sagol Jariyavidyanont (1987), a faculty member at the National Institute of Development Administration (NIDA) finds no significant differences in the faculty's job satisfaction among gender, age, marital status, educational background and work experience.

2.12 Sampling Fundamentals

Marketing research often involves the estimation of a characteristic of some population. Contacting the entire population, that is, the entire census list, simply would not be worthwhile from a cost-benefit viewpoint. It would be both costly and, in nearly all cases, unnecessary, since adequate reliability usually can be obtained from a sample. Further, it often would be less accurate since non-sampling errors like non-response, cheating, and data-coding errors are some difficult to control.

There are many ways of obtaining a sample. Some are informal and even casual. Passers-by may be queried as to their opinions of a new product. If the response of everyone in the population is uniform – they all either love it or hate it – such an approach may be satisfactory. If you want to determine if the water in a swimming pool is too cold, it isn't necessary to take a random sample; you just have to test the water at any one place, because the temperature will be constant throughout.

In most cases, however, the situation is more complex. There are several

questions to be answered and a wide variability in responses. It is then necessary to obtain a representative sample of the population consisting of more than a handful of units. It is possible, even necessary in some cases, to obtain a sample representative of the population just by using judgment and common sense. The preferred approach, however, is usually to use probability sampling to obtain a representative sample. In probability sampling, all population members have a known probability of being in the sample.

Probability sampling has several advantages over non-probability sampling. First, it permits the researcher to demonstrate the representativeness of the sample. Second, it allows an explicit statement as to how much variation is introduced because a sample is used instead of a census of the population. Finally, it makes possible the more explicit identification of possible biases.

2.13 Selecting the Probability Sampling Methods

There are a variety of methods that can be used to select a probability sample. The simplest, conceptually, is termed "simple random sampling." It not only has practical value, but it is a good vehicle for gaining intuitive understanding of the logic and power of random sampling.

Simple random sampling is an approach in which each population member, and thus each possible sample, has an equal probability of being selected. The implementation is straightforward. Put the name of each person in the population on a tag and place the tags in a large bowl. Mix the contents of the bowl thoroughly and then draw out the desired number for the sample. Such a method was, in fact, used to select the order in which men would be drafted for military service during the Vietnam War, using birth dates. Despite the fact that the bowl was well mixed, the early drawing revealed a much higher number of December dates than January dates, indicating that

the randomizing process can be more involved than it seems. The apparent reason was that the December tags were put in last, and the mixing was not sufficient to create a random draw. The solution was to randomize the order in which the dates were placed in the bowl. The use of a table of random numbers is usually much more practical than the use of a large bowl. A random-number table is a long list of numbers, each of which is computer generated by randomly selecting a number from 0 to 9. It has the property that knowledge of a string of 10 numbers gives no information about what the eleventh number is. The researcher can start anywhere in the random-number table, as long as the choice is made before looking at the numbers. It isn't fair to discard some numbers from the table because "they don't look random" or because they are not "convenient" for some reason or other.

Systematic Sampling. Another approach involves systematically spreading the sample through the list of population members. Thus, if the population contained 10,000 people and a sample size of 1000 were desired, every tenth person would be selected for the sample. Although in nearly all practical examples such a procedure would generate a sample equivalent to a simple random sample, the researcher should be aware of regularities in the list. One situation in which systematic sampling is risky is the sampling of time periods. Suppose the task was to estimate the weekly traffic flow on a certain street. If every twelfth 10-minute period were selected, then the sampling point would be the same each day, and periods of peak travel or low usage easily could be missed. A common use of systematic sampling is in telephone surveys. A number like 17 could be obtained from a random-number table. Then the seventeenth name on each page of a telephone directory would be a sample member. (Actually, a random number of inches from the top of the page would be used, so that names would not have to be counted.) Of course, more than one name could be selected from each

page if a larger sample were needed, or every other (or every third or fourth) page could be used if a smaller sample were desired.

Stratified Sampling. In simple random sampling, a random sample is taken from a list (or sampling frame) representing the population. Often some information about subgroups within the sample frame can be used to improve the efficiency of the sample plan, that is, to obtain estimates with the same reliability with a smaller sample size. Reliability refers to the estimate variation caused by the fact that a sample is used instead of a population. Suppose information on the attitudes of students toward a proposed new intramural athletic facility is needed. Further, suppose that there are three groups of students in the school --- off-campus students, dormitory dwellers, and those living in fraternity and sorority houses. Suppose, further, that those living in fraternities and sororities have very homogeneous attitudes toward the proposed facility--- the variation or variance in their attitudes is very small. Assume, also, that the dormitory dwellers are less homogeneous and that the off-campus students vary widely in their opinions. In such a situation, instead of allowing the sample to come from all three groups randomly, it will be more sensible to take fewer members from the fraternity/sorority group and to draw more from the off-campus group. We would separate the student body list into the three groups and draw a simple random sample from each of the three groups. The sample size of the three groups will depend on two factors. First, it will depend on the amount of attitude variation in each group. The larger the variation, the larger the sample. Second, the sample size will tend to be inversely proportional to the cost of sampling. The smaller the cost, the larger the sample size that can be justified. In developing a sampling plan, it is wise to look for natural subgroups that will be more homogeneous than the total population. Such subgroups are called “strata”.

Cluster Sampling. In cluster sampling, the population again is divided into subgroups, here termed clusters instead of strata. This time, however, a random sample of subgroups is selected and all members of the subgroups become part of the sample. This method is useful when subgroups can be identified that are representative of the whole population. Suppose a sample of high-school sophomores who took an English class was needed in a Midwestern city. There were 200 English classes, each of which contained a fairly representative sample with respect to student opinions on rock groups, the subject of the study. A cluster sample would select randomly a number of classrooms, say 15, and include all members of those classrooms in the sample. The big advantage of cluster sampling is lower cost. The subgroups or clusters are selected so that the cost of obtaining the desired information within the cluster is much smaller than if a simple random sample were obtained. If the average English classes were obtained, the cost probably would be significantly greater. The big question, of course, is whether the classes are representative of the population. If the classes from the upper-income areas have different opinions about rock groups than classes with more lower-income students, the assumption underlying the approach would not hold.

III. RESEARCH METHODOLOGY

This chapter defines the research methodology, sample, data collection, data analysis and procedure in the study as follows:

3.1 Research Methodology

Descriptive method is applied to this study, involving data collection in order to test hypothesis or to answer the questions concerning the current status of the subject of the study.

3.2 Research Sample

The researcher chooses the population from the private sector employees who work in Bangkok, Urban area and Industrial Estate based on the criteria stated below:

- (1) The employees working in Bangkok, Surrounding area and Industrial Estate.
- (2) The employees are employed by private sectors.
- (3) The employees whose education level varies from a high school to a Ph.D.
- (4) The employees between 21 and 55 years old.

Random sampling is selected to be a method to select the sample. This technique gives an equal and independent opportunity for the population to be selected as the sample.

3.3 Data Collection

The close-ended questionnaire is selected in this study because it is convenient to collect information, easy for grouping the answers and there is no bias.

The first part of questionnaire is designed to collect the personal data from the sample and also this part is used to identify the right sample. The second part is the question that is used to survey general data and ideas on absenteeism. The third part is the question that is used to survey general data and ideas on job resignation. The fourth

part is the question divided into 9 factors that are duties & responsibilities, position, income, relative, organization, supervisor or boss, policy, colleague and location. This part is used for data collection about attitudes toward absenteeism and job resignation. The researcher uses this part to study the relationship of factors which lead to absenteeism and job resignation. The guidelines for reduced absenteeism and longer employment will be developed and summarized from Part Two, Three and Four.

The researcher distributed 450 questionnaires by hand to the private sector employees in business areas in Bangkok, Urban area and Industrial Estate. The completed questionnaires are returned to the researcher within 30 days.

3.4 Data Analysis

This study examines the non-probability sampling design because the respondent's chance of being included in the sample is unknown. According to the infinite population, the techniques for determining sample size of statistical inference are based on the relationship among the estimated proportion of employee, the maximum allowance for error between the true proportion and sample proportion, and the confidence level which indicates the long-run probability that the confidence interval estimate will be correct. Thus, the formula is:

$$n = \frac{Z^2 pq}{E^2}$$

Where,

n = Sample size

p = Population proportion that has the required characteristics

q = (1-p) estimated proportion of the non-employee to overall population.

E^2 = Allowed errors between the true and sample population

Z^2 = Square of the confidence level in standard error units

Confidence Level

We will apply the 95% confidence level so that the maximum allowance for error between the true and sample proportion is 5% or 0.05.

Standardized Normal Distribution

A probability distribution that reflects a specific normal curve for the standardized value, Z score, in accordance with the specific confidence level is 1.96.

Estimated Proportion of Employee

As we do not have the characteristics of the population, we divide the proportion of population equally. The result of p is equal to 0.5 and then q is equal to 0.5. So, we substitute these values into the formula,

$$n = \frac{(1.96)^2 (0.5)(0.5)}{(0.05)^2}$$
$$= 384 \text{ or about } 400 \text{ respondents}$$

Therefore, the sample size for this research is 400 units.

3.5 Procedure in the Study

- (1) The researcher decides to select 9 factors to study. There are duties & responsibilities, position, income, relative, organization, supervisor or boss, policy, colleague and location position. The factors are selected referring to Moslow Theory, Herberg Theory, Mobley Study and the researcher's experience.

- (2) Close-ended questionnaire is selected to be used in this study because the researcher needs to control the answer or the results but the researcher also gives opportunity to the samples to express their comments. 450 questionnaires are distributed by hand to the private sector employees in business areas, urban areas and industrial estates in Thailand. There is no bias for questionnaire distribution because the researcher uses random sampling. The researcher collects the questionnaire back by hand within 1 month after distribution. The researcher gets 400 returned questionnaires.
- (3) After the researcher gets the questionnaire back, the researcher transforms the text data into numeric data. All numeric data are put into SPSS/PC program for calculation, analysis and interpretation of the data. The results are represented in percentages to find the relationship.

3.6 Statistical Analysis Methodology

The data will be analyzed by using statistical formula by SPSS / PC software program. Each factor is shown in numeric form that can be calculated in software program. When questionnaires are distributed and collected, the analysis will be the next significant step. Statistical analysis is a process of transforming data into meaningful information that reveals patterns of relationships among data. To that end, SPSS (the Statistical Package for Social Sciences) version 10.0 for window, was used to analyze and deliver the data on this survey. Frequency distributions were used on all items from the survey to the final data. The result of SPSS analysis is in the form of tables and charts in the analysis and Appendix part.

IV. ANALYSIS AND PRESENTATION OF THE FINDINGS

4.1 Analysis

This chapter presents the findings of study with frequencies table. The data from returned questionnaires could be defined as follows:

- (1) Most of the respondents are female (66.5%). See Figure 4.1.

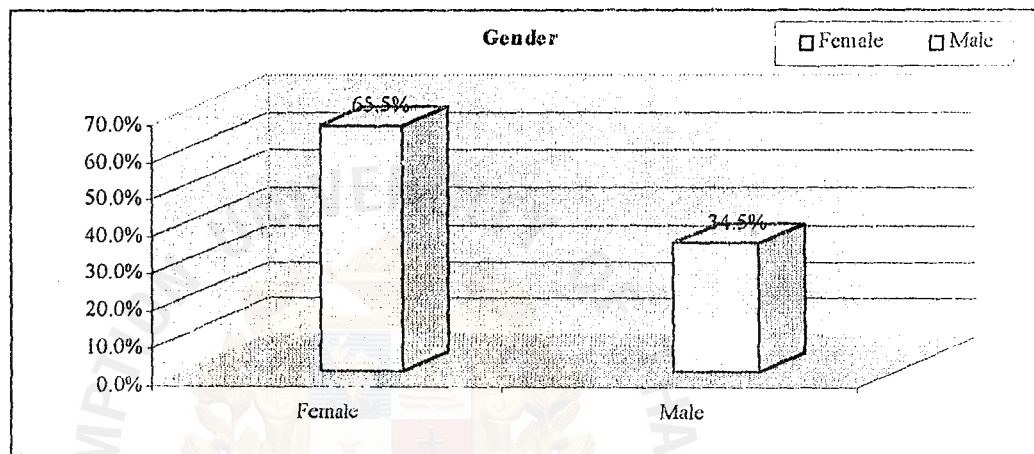


Figure 4.1. Gender.

- (2) Most of the respondents are between 21-30 years old (71.8%). See Figure 4.2.

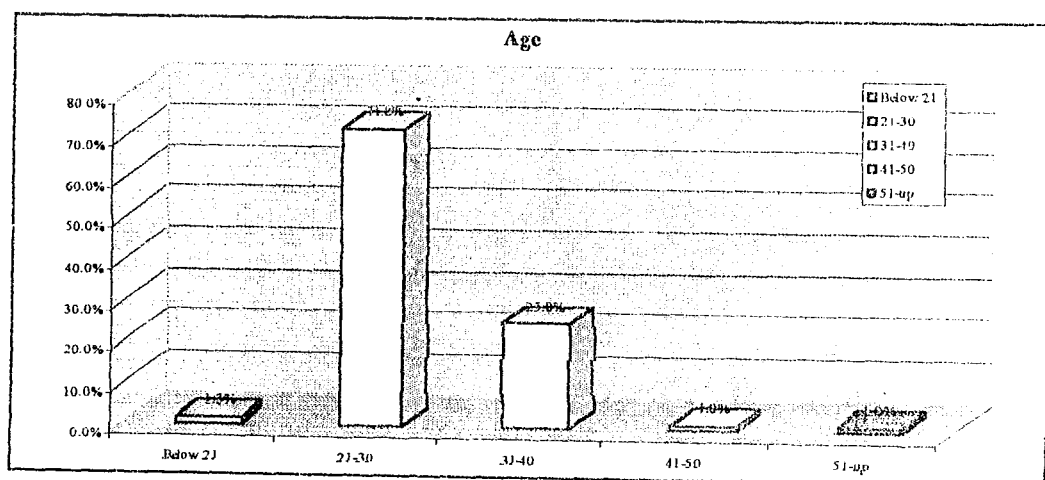


Figure 4.2. Age.

(3) Most of the respondents have a bachelor degree (57%). See Figure 4.3.

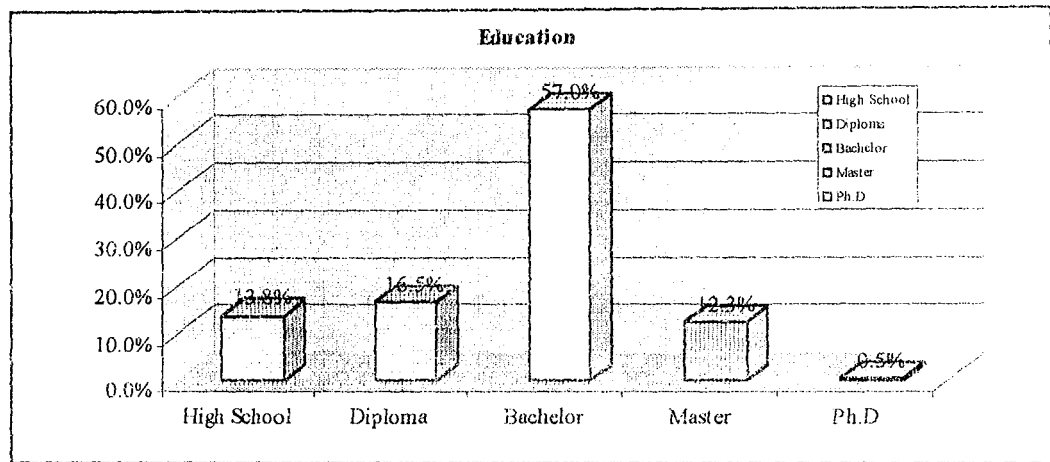


Figure 4.3. Education.

(4) Most of the respondents have between 10,001 – 20,000 bahts per month income (36.8%). See Figure 4.4.

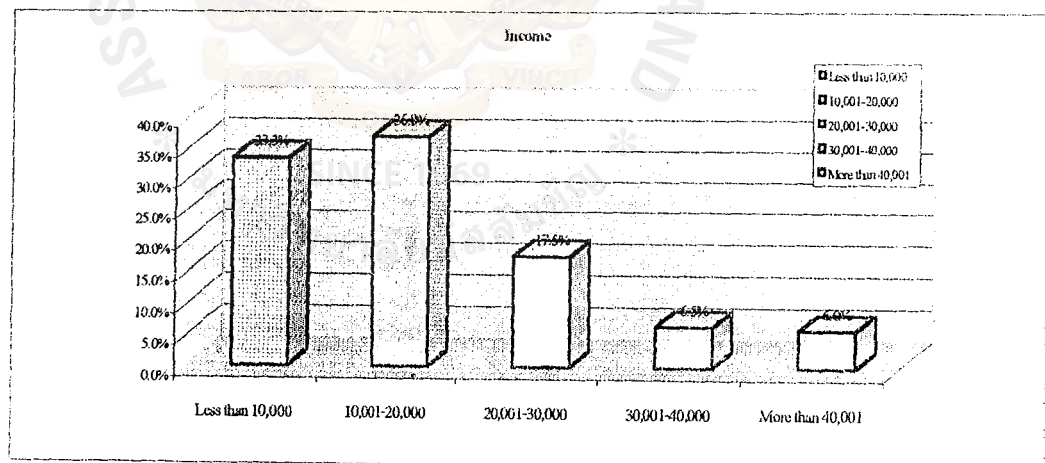


Figure 4.4. Income.

- (5) Most of the respondents work in manufacturing industry in industrial estate (47%). See Figure 4.5.

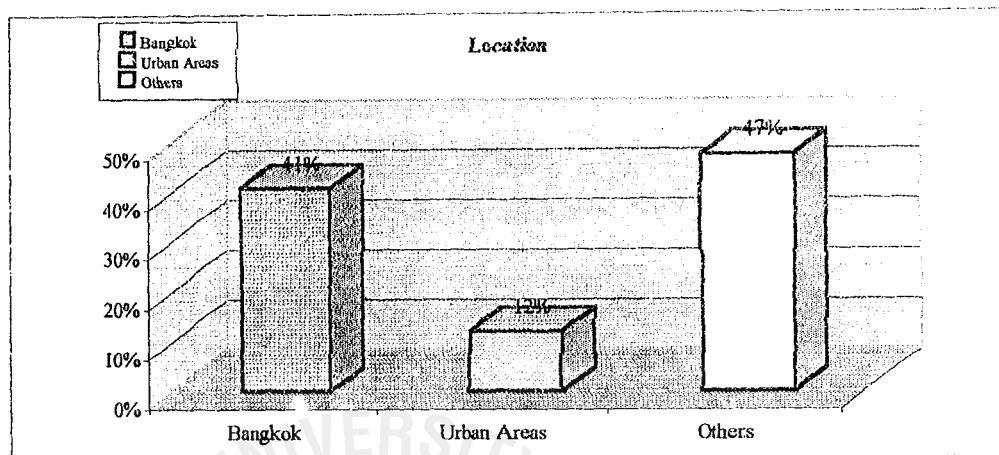


Figure 4.5. Location.

- (6) Most of the respondents absent 1 time per month (42.3%). See Figure 4.6.

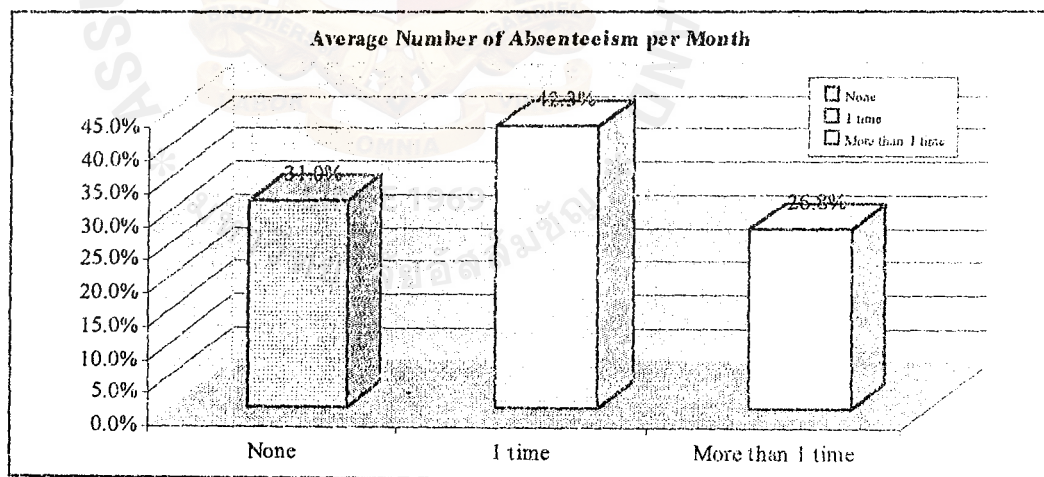


Figure 4.6. Number of Absent per Month.

- (7) Most of the respondents resign from a job more than 1 time (39%). See Figure 4.7.

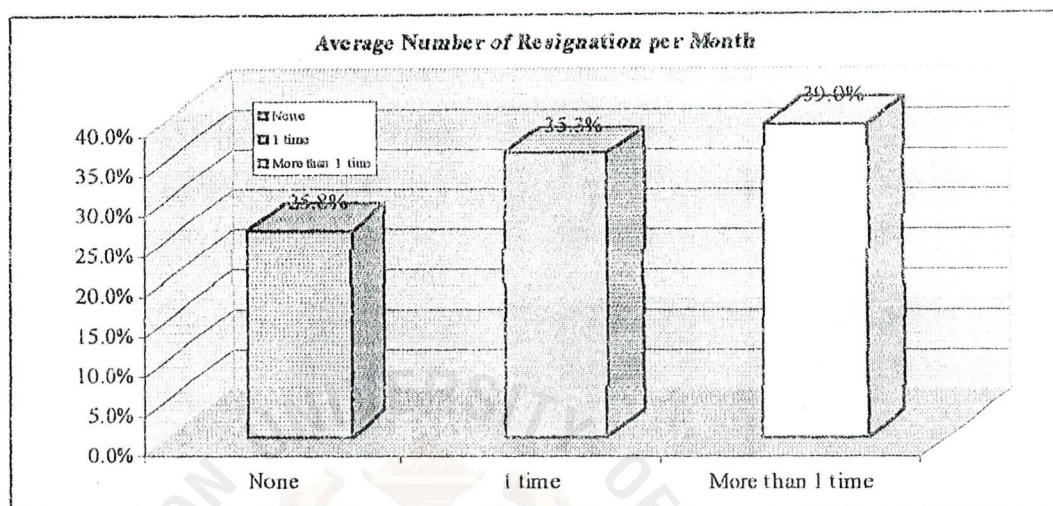


Figure 4.7. Number of Job Resignation.

- (8) Most of the respondents have 3 – 5 years work experience (31.5%). See Figure 4.8.

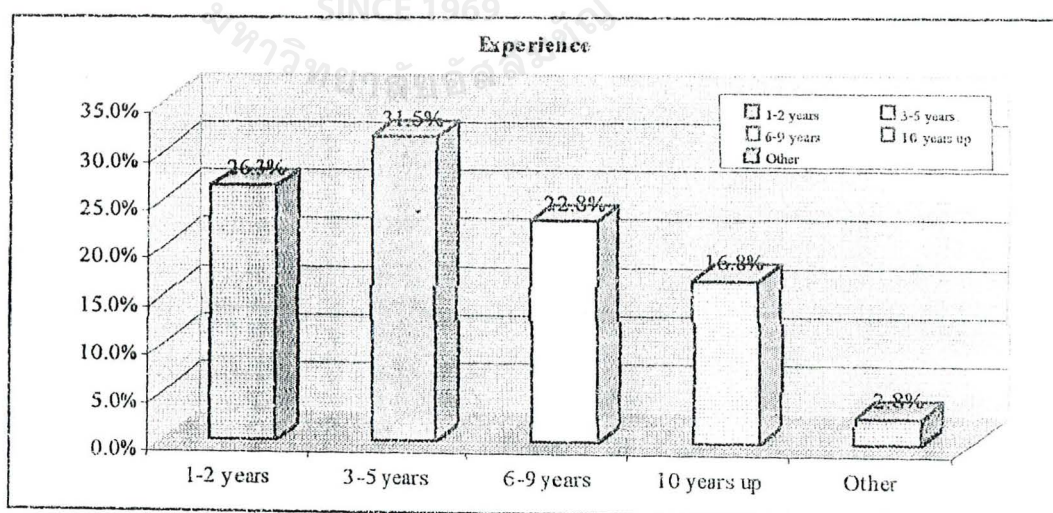


Figure 4.8. Working Experience.

(9) Most of the respondents are employed as officers (69%). See Figure 4.9.

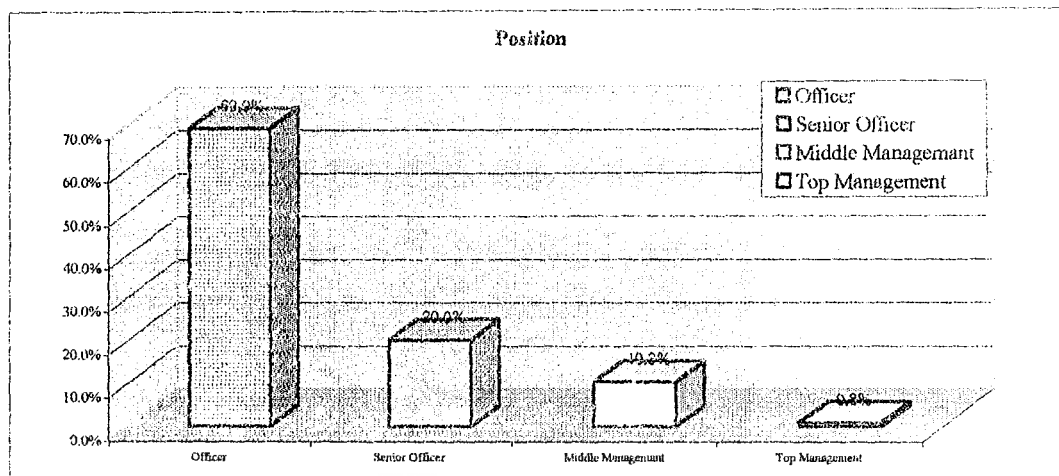


Figure 4.9. Position.

In conclusion, most of the respondents are female aged between 21-30 years old. They have a bachelor degree, and earned between 10,001 – 20,000 bahts per month with 3-5 years of work experience. They are employed as officers, working in manufacturing industry in industrial estate, those of them would be mostly absent at 1 time per month and have resigned from their jobs more than one time in their career.

- (10) The reason that employees are mostly used when taking leaves with the company.

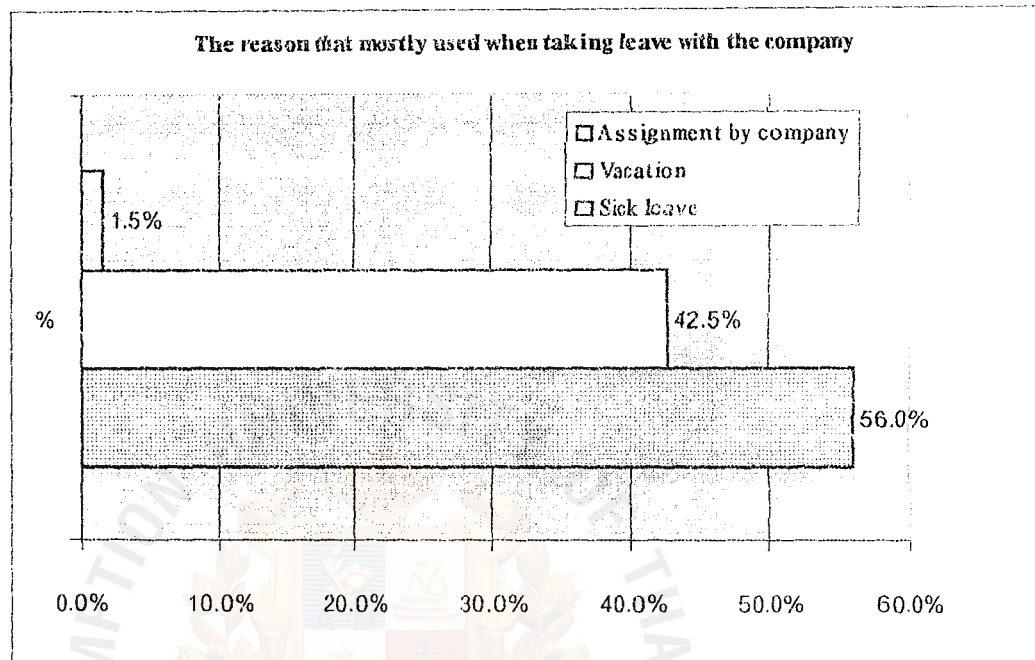


Figure 4.10. Reason That Mostly Used When Taking Leaves.

From the sample, there are 56% of the employees who would give the reason as sick leave to the company when they are taking leave, there are 42.5% who would give the reason of vacation and 1.5% would leave due to assignment by the company.

(11) The real reasons that employees feel when taking leave.

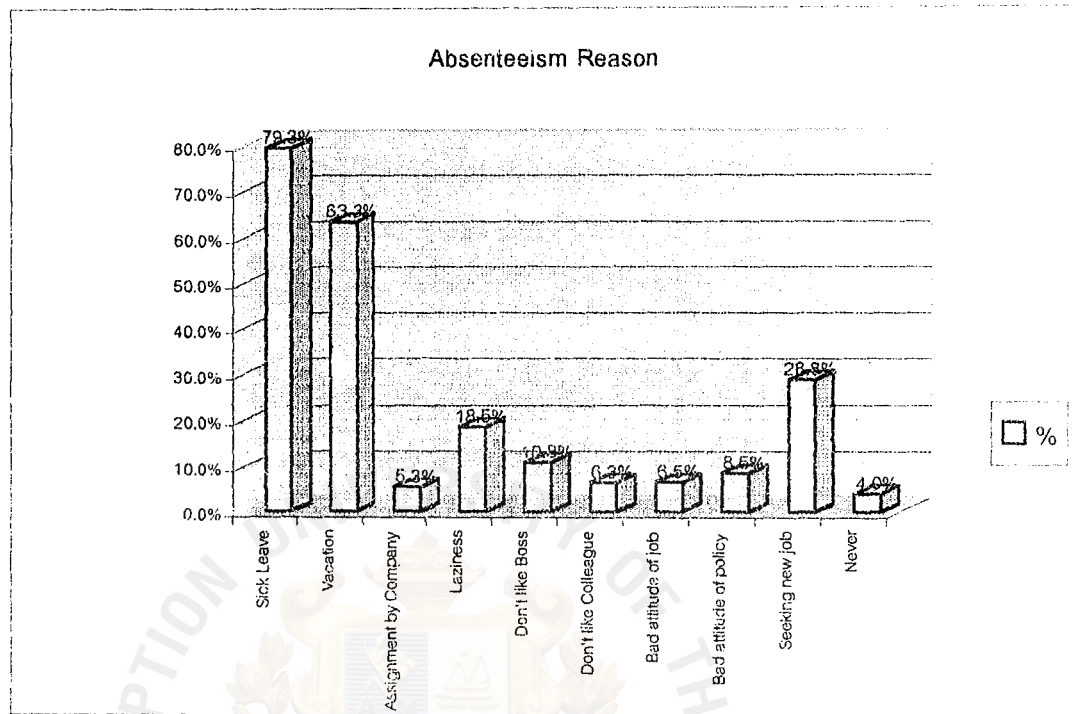


Figure 4.11. Real Reasons That Employee Feels When Taking Leave.

From the sample, the real reasons of worker absenteeism are ranking below:

- (a) Sick Leave – 79.3%
- (b) Vacation – 63.3%
- (c) Seeking New Jobs – 28.8%
- (d) Laziness – 18.5%
- (e) Don't like Boss or Supervisor – 10.8%
- (f) Bad attitude toward the company policy – 8.5%
- (g) Bad attitude toward the Job responsibilities – 6.5%
- (h) Don't like colleague – 6.3%
- (i) Assignment by the Company – 5.3%
- (j) Never – 4%

(12) Absent when necessary

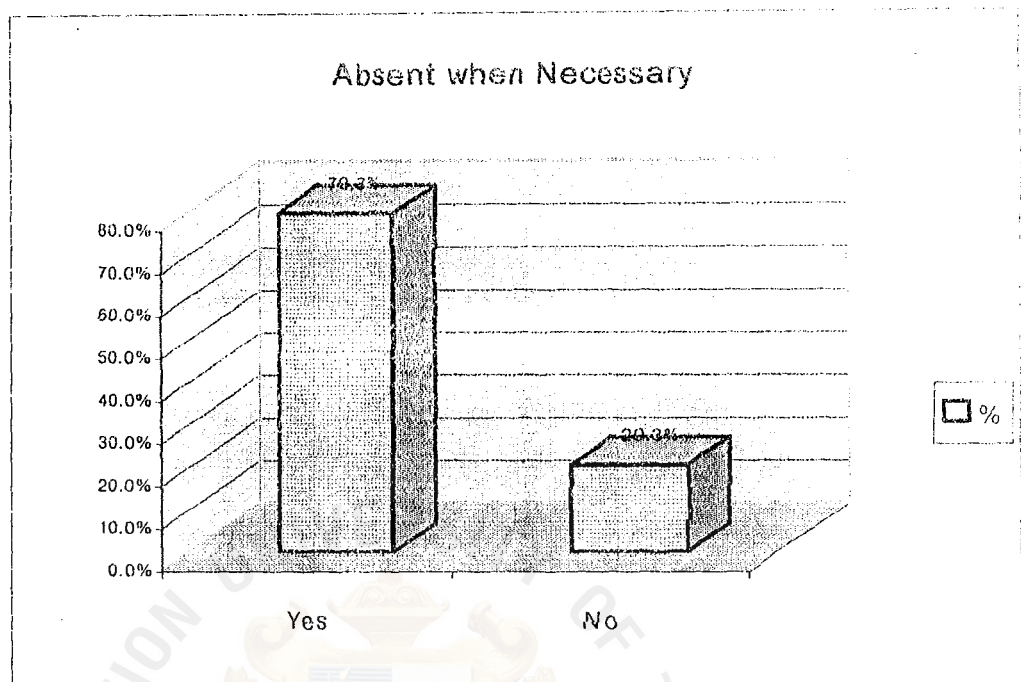


Figure 4.12. Absent When Necessary.

From the sample, there are 79.3% of the employees who would be absent only when they have necessary reason, there are on 20.3% who would be absent with unnecessary reasons.

(13) Priority of Absenteeism factor.

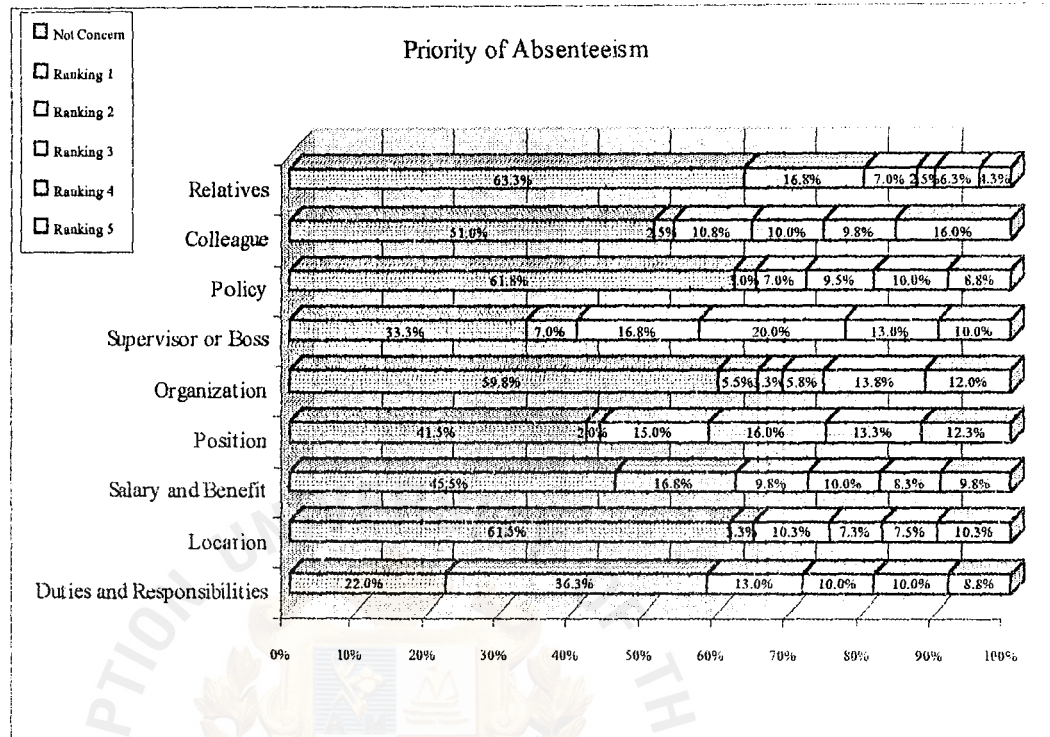


Figure 4.13. Priority of Absenteeism Factor.

- (a) Duties and responsibilities is ranked as the first priority from most respondents at the rate of 36.3% while Relative and Salary and Benefit are ranked as the first priority from most respondents at the rate of 16.8%.
- (b) Supervisor or Boss is ranked as the second priority from most respondents at the rate of 16.8% while Position is ranked as the first priority from most respondents at the rate of 15%, and Colleague is ranked as the second priority at the rate of 10.8%.
- (c) Supervisor or Boss are ranked as the third priority from most respondents at the rate of 20% while position is ranked as the third priority from most respondents at the rate of 16% and Colleague,

Salary and Benefit and Duties and Responsibilities are ranked as the third priority at the rate of 10%.

(d) Position is ranked as the fourth priority from most respondents at the rate of 13.3% while Duties and Responsibility and Policy are ranked as the fourth priority from most respondents at the rate of 10% and colleague is ranked at the fourth priority from most respondents at the rate of 9.8%.

(e) Colleague is ranked as the fifth priority from most respondents at the rate of 16% while Position is ranked as the fifth priority from most respondents at the rate of 12.3% and Location is ranked as the fifth priority from most respondents at the rate of 10.3%.

(14) Consulting with friends or family when need to resign.

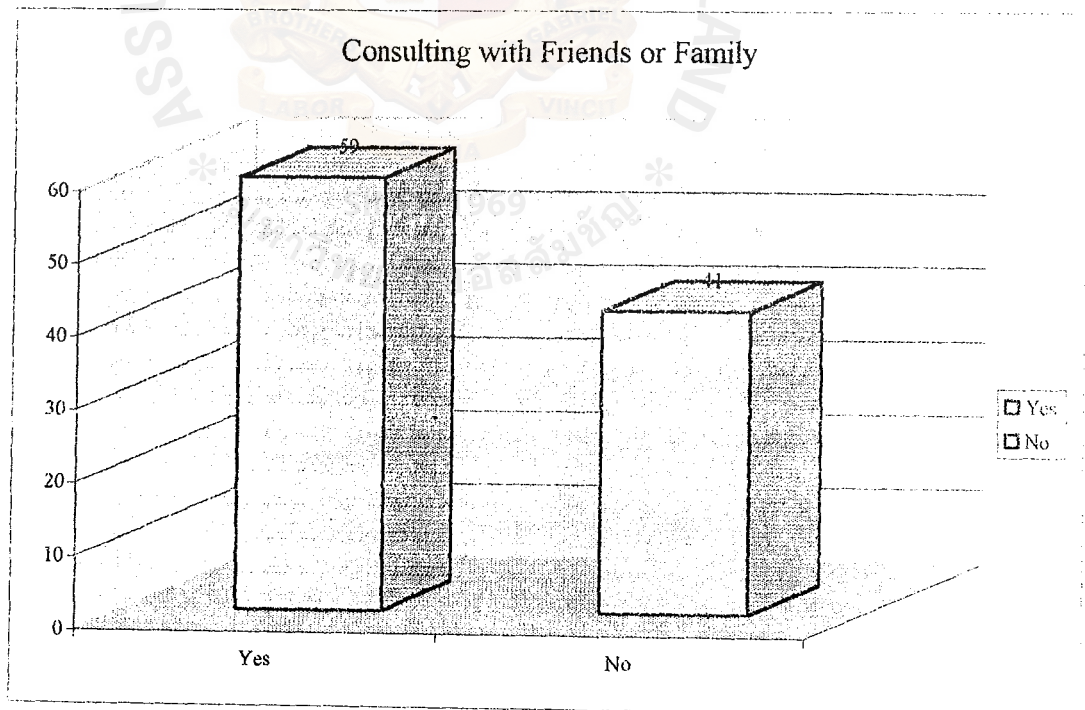


Figure 4.14. Consulting with Friends or Family.

From the sample, there are 59% of the employees who have to consult with friend or relatives before resignation but 41% do not.

(15) Would the employee choose the job again if have the opportunity.

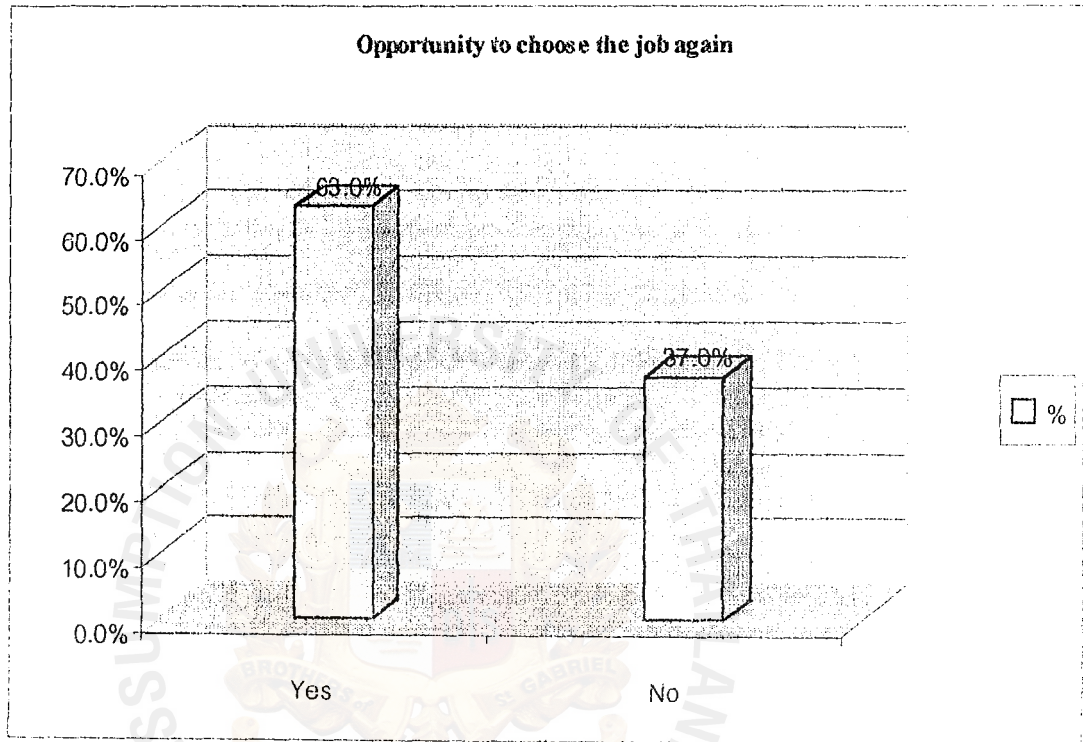


Figure 4.15. Will You Choose This Job Again?

From the sample, there are 63% of the employees who will choose the same job again but 37% will not.

(16) The percentage up from the current salary

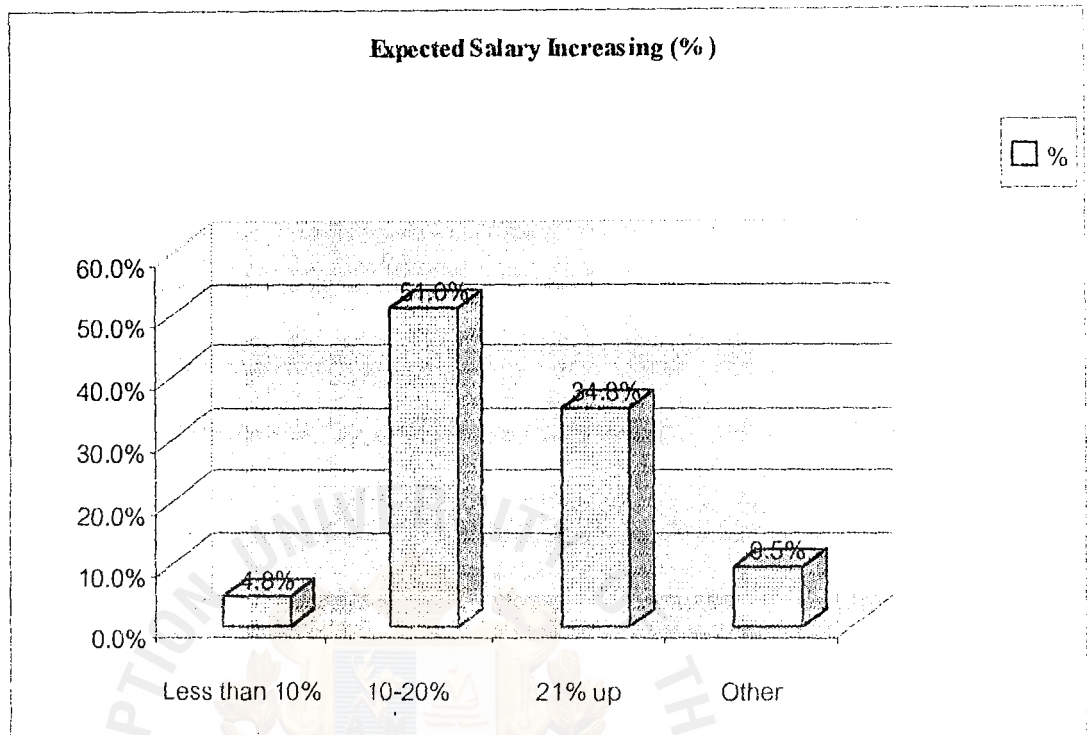


Figure 4.16. The Percentage Up from the Current Salary.

From the sample, the required percentage of salary increase per year by the sample group can be divided as follows:

- (a) Less than 10% -- 4.8%
- (b) 10% - 20% -- 51%
- (c) 21% up -- 34.8%
- (d) others -- 9.5%

(17) Priority of Resignation factor.

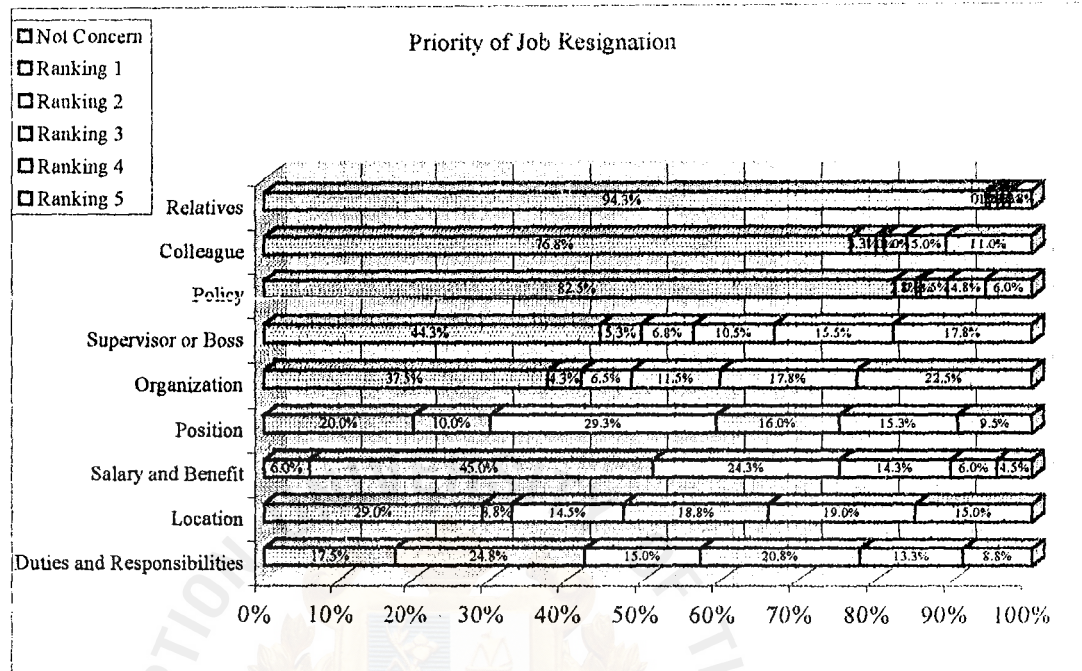


Figure 4.17. Priority of Resignation Factor.

From the sample, the priority of job resignation of the sample group can be ranked as follows:

- (a) Salary and benefit are ranked as the most important factor for job resignation from most respondents at the rate of 45%, while duties and responsibilities are ranked as the most important factor for job resignation from the most respondents at the rate of 24.8% and position is ranked as the most important factor for job resignation from most respondents at the rate of 10%.
- (b) Position is ranked as the second important factor for job resignation from most respondents at the rate of 29.3%, while Salary and Benefit are ranked as the second important factor for job resignation from the second

respondents at the rate of 24.3% and Duties and Responsibilities are ranked as the second important factor for job resignation from most respondents at the rate of 15%.

- (c) Duties and responsibilities as the third important factor for job resignation from most respondents at the rate of 20.8% while Location is ranked as the third important factor for job resignation from most respondents at the rate of 18.8% and Salary and Benefit are ranked as the third important factor for job resignation from most respondents at the rate of 14.3%.
- (d) Location is ranked as the fourth important factor for job resignation from most respondents at the rate of 19% while Organization is ranked as the fourth important factor for job resignation from the most respondents at the rate of 17.8% and Supervisor or Boss are ranked as the fourth important factor for job resignation from most respondents at the rate of 15.5%.
- (e) Organization is ranked as the fifth important factor for job resignation from most respondents at the rate of 22.5% while Supervisor or Boss are ranked as the fifth important factor for job resignation from most respondents at the rate of 17.8% and Location is ranked as the most important factor for job resignation from most respondents at the rate of 15%.

(18) Duties and Responsibilities

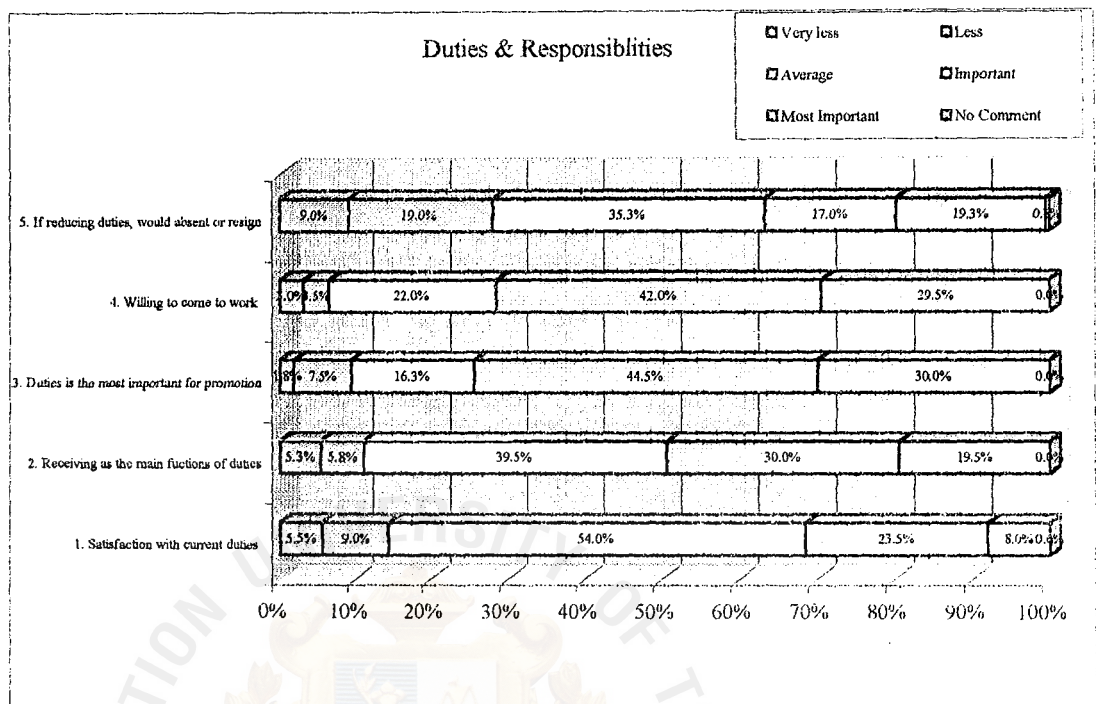


Figure 4.18. Duties & Responsibilities.

- (a) Most respondents are happy at the average level with their current duties and responsibilities at the rate of 54%.
- (b) Most respondents would like to receive the main important functions at the average level concerning duties and responsibilities of the company at the rate of 39.5%.
- (c) Most respondents thought that the duties and responsibilities are important factors for their promotion at the rate of 45.5%.
- (d) Most respondents thought that duties and responsibilities are important factors for persuading them to come to work at the rate of 42%.
- (e) Most respondents would most likely be absent or resign from the

company at the average level if they were reduced their duties and responsibilities at the rate of 35.3%.

(19) Position

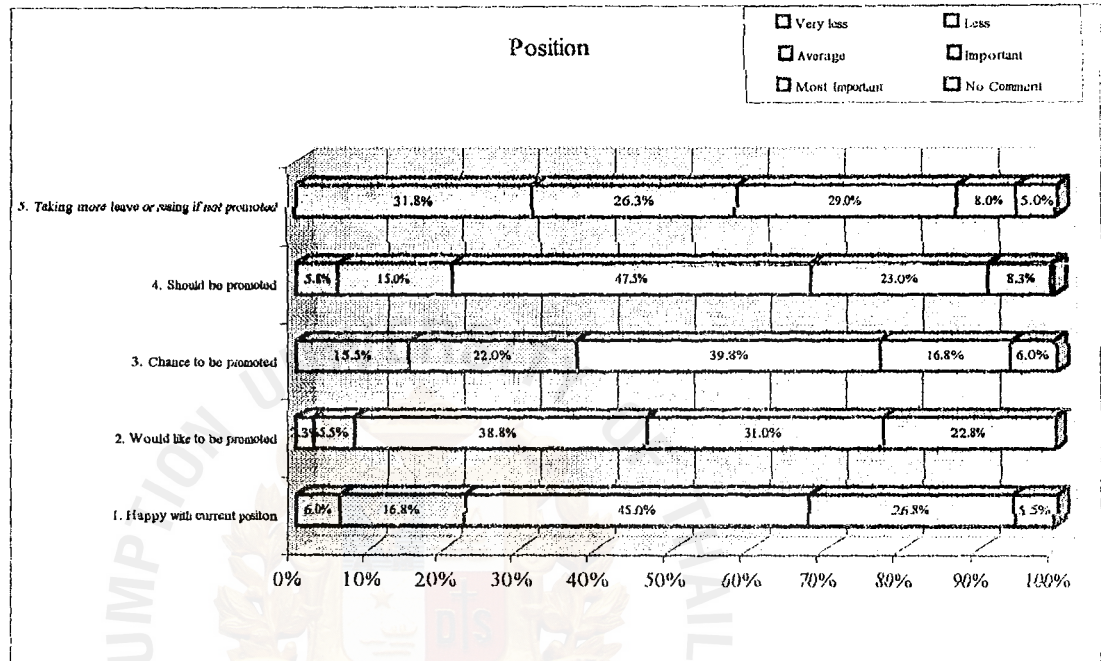


Figure 4.19. Position.

- (a) Most respondents are happy at the average level with their current position at the rate of 45%.
- (b) Average level of most respondents would like to be promoted at the rate of 38.8%.
- (c) Most respondents have a chance at the average level to be promoted at the rate of 39.8%.
- (d) Most respondents thought at the average level that they should be promoted at the rate of 47.5%.
- (e) Most respondents would be concerned very less to take more leave or

resign from the company if they were not promoted at the rate of 31.8%.

(20) Salary

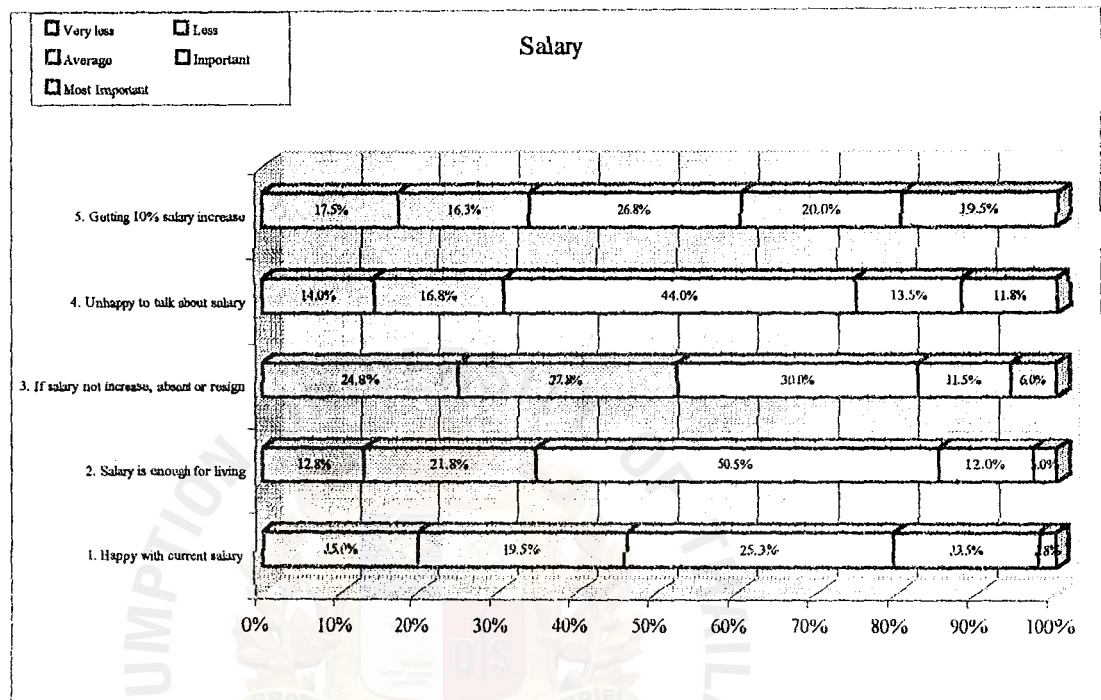


Figure 4.20. Salary.

- (a) Most respondents are happy at the average level with their current salary at the rate of 50.3%.
- (b) Most respondents have enough salary at the average level for living at the rate of 50.5%
- (c) Most respondents might absent or resign from the company at the average level if their salary do not increase at the rate of 30%.
- (d) Most respondents are unhappy as the average level to talk about their salary with their friends at the rate of 44%.
- (e) Most respondents expected at the average level to get 10% salary

increase each year at the rate of 26.8%.

(21) Relatives

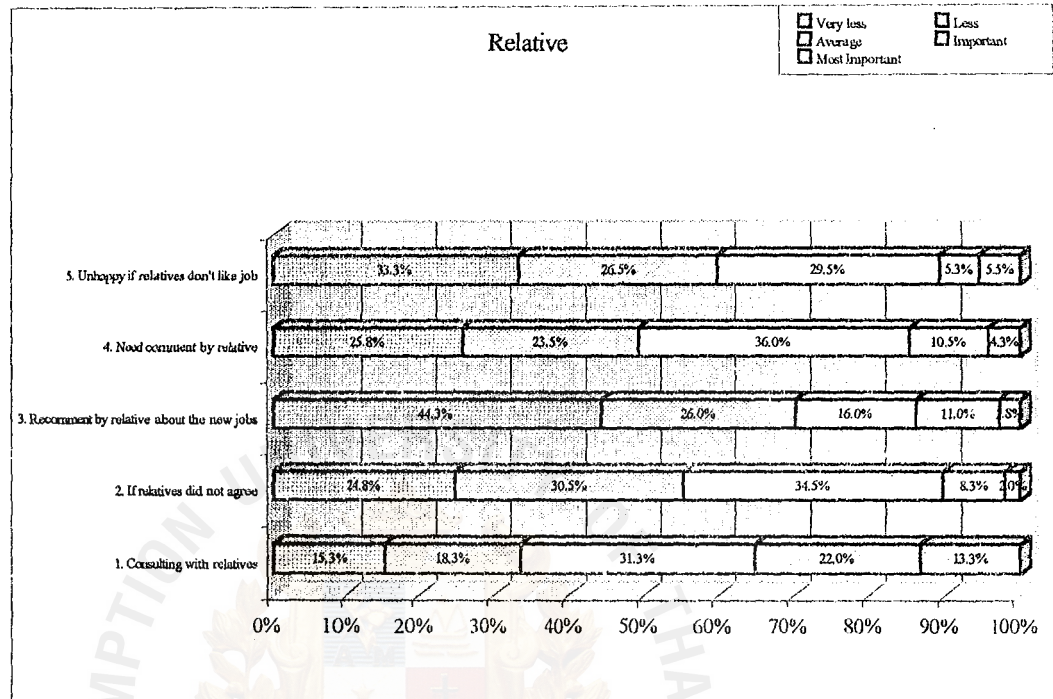


Figure 4.21. Relatives.

- (a) Most respondents have to consult parents or relatives at the average level when they do not feel comfortable with their current jobs at the rate of 31.3%.
- (b) Most respondents will not take more leave or will resign at the average level if their relatives do not agree with them at the rate of 34.5%.
- (c) Most respondents would be concerned very less important factor in getting recommended for a new job for them at the rate of 44.3%.
- (d) Most respondents need relative's comments at the average level about their job at the rate of 36%.

- (e) Most respondents would be concerned very less to feel unhappy if their relatives do not like their job at the rate of 33.3%.

(22) Organization

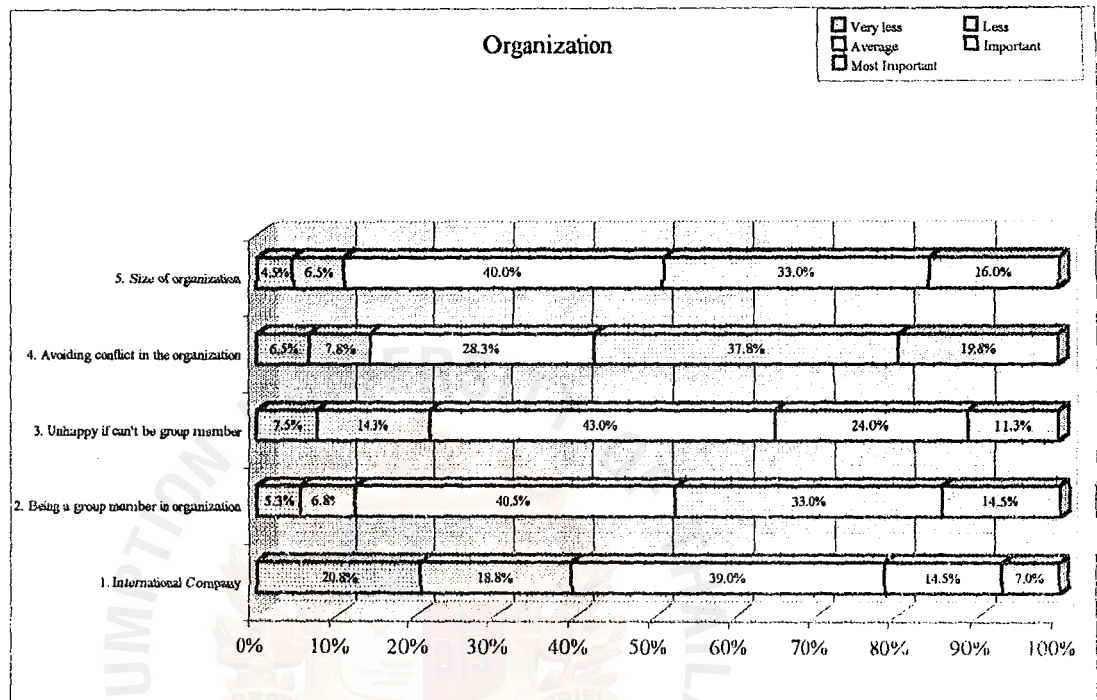


Figure 4.22. Organization.

- (a) Most respondents are concerned at the average level to choose to apply for a job with an international firm only at the rate of 39%.
- (b) Most respondents are concerned at the average level to be a group member in the organization at the rate of 40.5%.
- (c) Most respondents feel unhappy at the average level if they cannot be group members at the rate of 43%.
- (d) Most respondents are concerned in trying to avoid the conflict in the organization as an important factor at the rate of 37.8%.
- (e) Most respondents are concerned about the size of organization at the

average level in making decisions for job offering at the rate of 40%.

(23) Supervisor or Boss

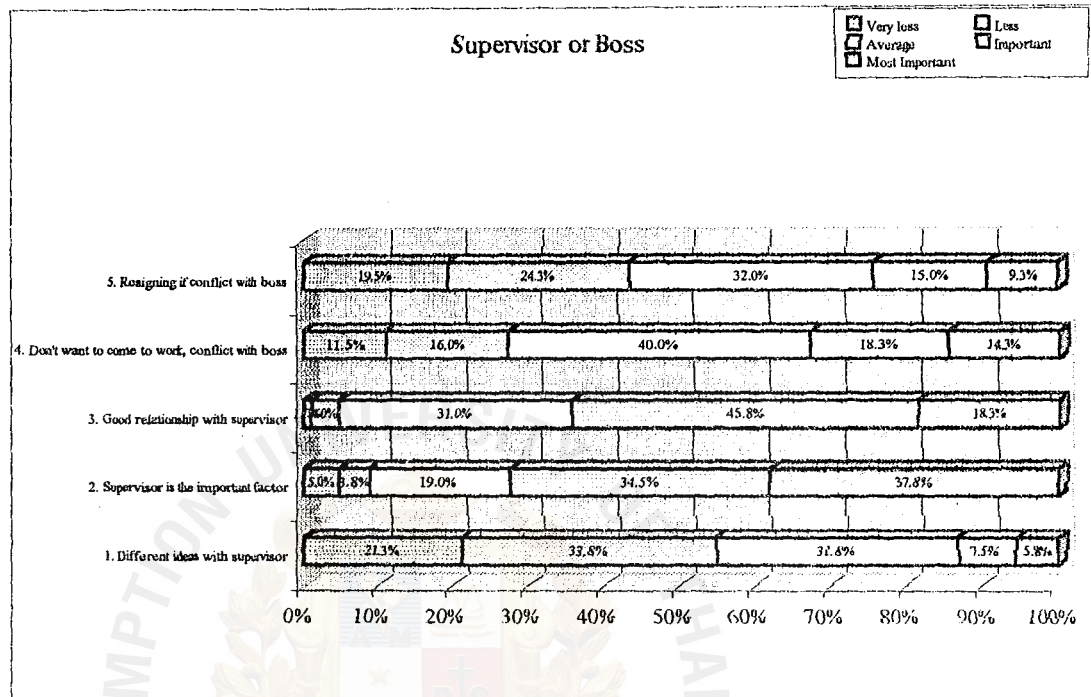


Figure 4.23. Supervisor or Boss.

- (a) Most respondents are concerned as less important factor in having different ideas from their supervisor or boss at the rate of 33.8%.
- (b) Most respondents are concerned that supervisor or boss is the most important factor in making their works more effective and efficient at the rate of 37.8%.
- (c) It is important for most respondents to have a good relationship with their boss at the rate of 45.8%.
- (d) Most respondents don't want to come to work at the average level if they have conflict with their boss or supervisor at the rate of 40%.
- (e) Most respondents will decide to resign from the company at the

average level if they have any conflict with their boss or supervisor at the rate of 32%.

(24) Policy

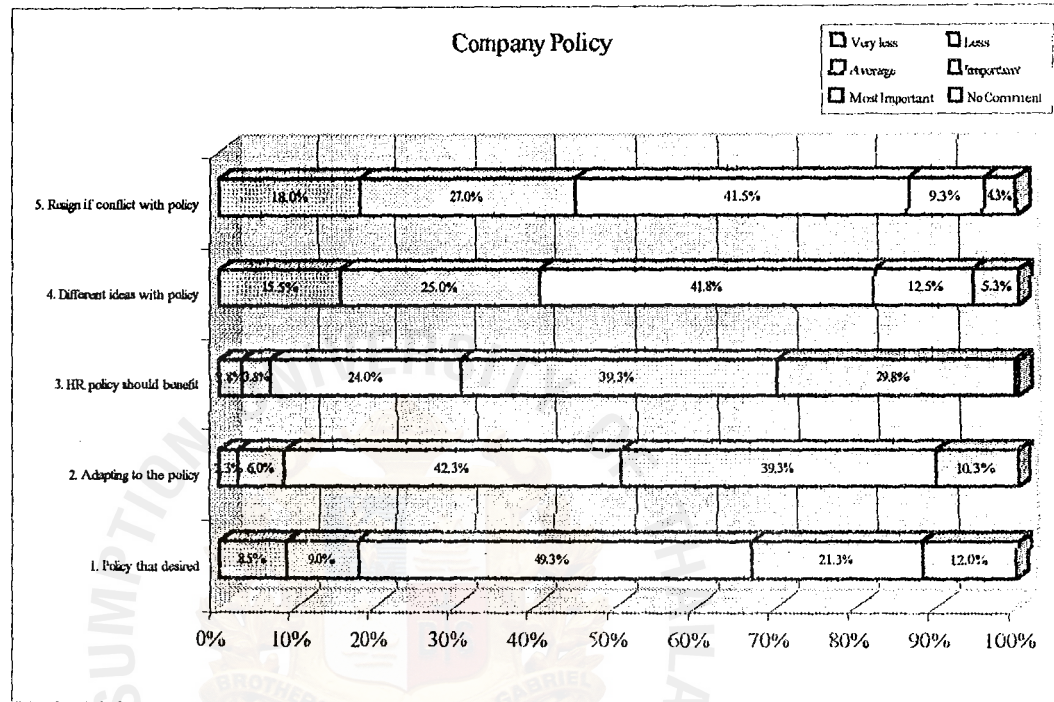


Figure 4.24. Policy.

- (a) Most respondents are concerned at the average level that company should have the policy that they desired at the rate of 49.3%.
- (b) Most respondents are concerned at the average level that they can adapt themselves to the company policy at the rate of 42.3%.
- (c) Most respondents are concerned at the average level that human resource policy of the company should be the most beneficial for all employees in the organization at the rate of 39.3%.
- (d) Most respondents are concerned at the average level that they don't want to come to work if they have different ideas with the company

policy at the rate of 41.8%.

- (e) Most respondents are concerned at the average level that they would resign if they have conflicting idea with the company policy at the rate of 41.5%.

(25) Colleague

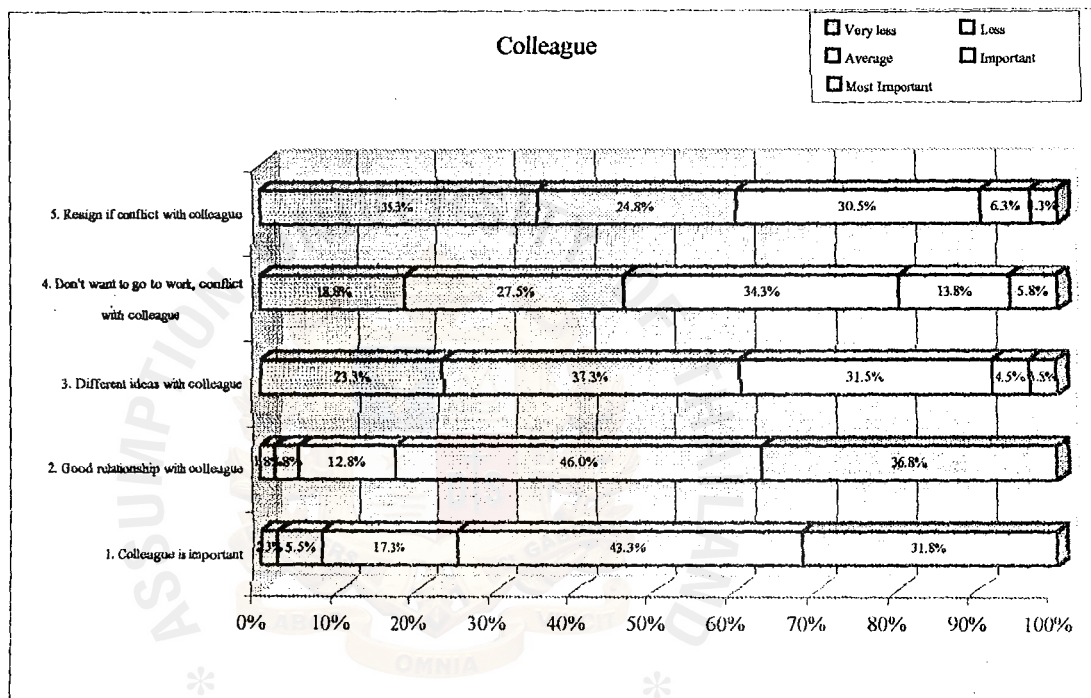


Figure 4.25. Colleague.

- (a) Most respondents are concerned as important factor that colleague is the important factor in making their works more effective and efficient at the rate of 43.3%.
- (b) Most respondents are concerned as important factor to have a good relationship with their colleague at the rate of 46%.
- (c) Most respondents are concerned as less important factor if they have different ideas with their colleague at the rate of 37.3%.

(d) Most respondents are concerned as average important factor about the willingness to come to work if they have conflict with their colleague at the rate of 34.3%.

(e) Most respondents are concerned as average important factor that they will decide to resign from the company if they have conflict with their colleague at the rate of 30.5%.

(26) Location

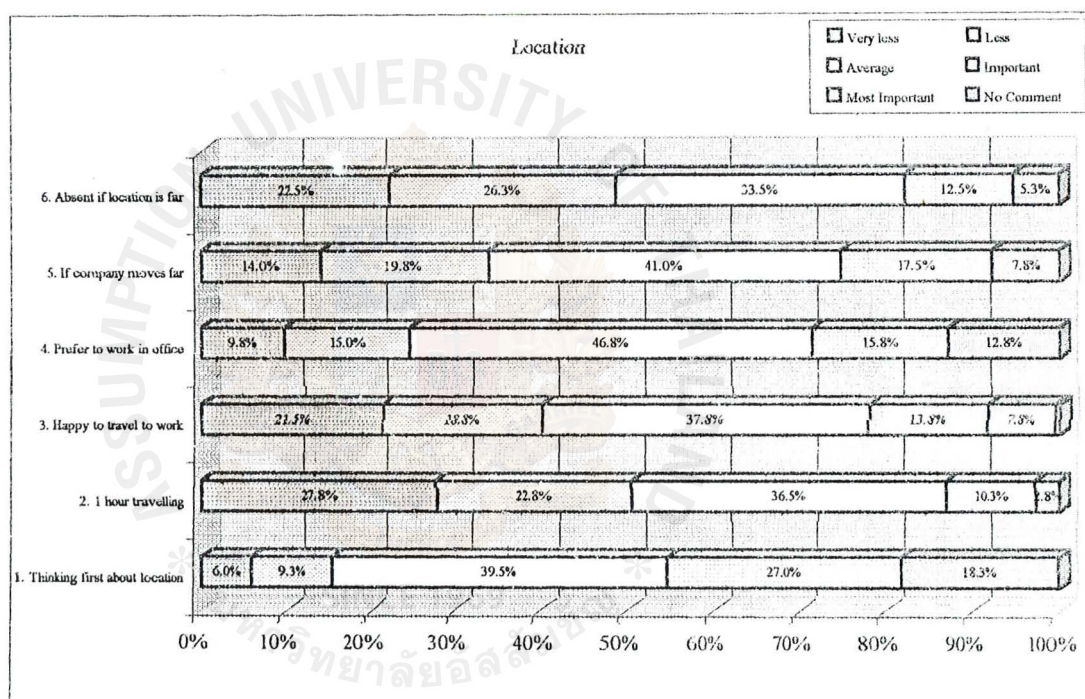


Figure 4.26. Location.

(a) Most respondents thought first about location at the average level before applying for the job at the rate of 39.5%.

(b) Most respondents will accept the job at the average level if they have to travel more than 1 hour at the rate of 36.5%.

(c) Most respondents are happy at the average level to travel for work at

the rate of 37.8%.

- (d) Most respondents preferred at the average level to work in office at the rate of 46.8%.
- (e) Most respondents will resign from the job at the average level if the company moves far from their home at the rate of 41%.
- (f) Most respondents are mostly absent at the average level if the working location is far away from their home at the rate of 33.5%.



V. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

(1) The Purpose of the Study

- (a) The primary purpose of the study is to find the main reasons of worker absenteeism and turnover of the employees from private companies in Bangkok, surrounding areas and industrial estates in Thailand.
- (b) The second purpose is to use the result of the study as a guideline creating the motivational factors that lead to reduce absenteeism and longer working time.

(2) Research Design

This research is a descriptive study in which a survey research is conducted by gathering personal data and other background for analysis. Sets of questionnaires both in Thai and English version are presented in Appendix B.

(3) Sampling Procedure

The random sampling technique is used for this study. The samples are the employees who are employed by private sectors in Bangkok, surrounding areas and industrial estates. The questionnaires are distributed by hand in the period of January 2002. A total number of 400 completed questionnaires are returned.

(4) Research Summary

The results from the statistical analysis of the survey presented in Chapter IV are summarized as follows:

- (a) Most respondents are female employees between 21-30 years old graduated bachelor degree with income between 10,000 – 20,000

bahts. Most of them are officers who work in manufacturing industry in industrial estate and other provinces with 3-5 years of experience. They are mostly absent 1 time per month and have ever resigned from the job more than 1 time.

- (b) Most respondents mostly use sick leave as the primary reason to the company, those of them would be absent when necessary and their real reasons that they are when taking leave is also sick leave, vacation and seeking new jobs respectively. The most important factors that affect their absenteeism are duties and responsibilities.
- (c) Most respondents would consult the relative or friend when they need to resign. They expect the salary increase by 10%-20% up from their current salary and if they would choose their current jobs again if they have the opportunities. The most important factors that effect their resigning decision from the company is salary and benefit.

5.2 Recommendations

The researcher would like to provide the recommendations and guidelines that can be used to reduce worker absenteeism and increase longer term of employment. Most employees need some motivators to persuade them to work with full capacity and with the organization for a longer time. Below are the summarized factors affecting employees:

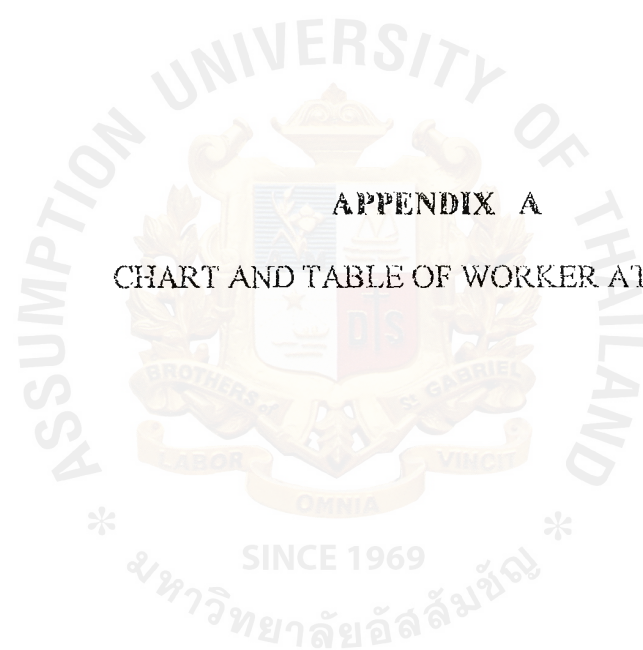
- (1) A total number of 204 of 400 are mostly concerned with salary and benefits. From the study, the sample group needs 10 – 20% salary increases per year.
- (2) 59% of the sample employees consult with their friends or relatives before resigning from the jobs. Female employees (65.5% of the whole sample) need their friends or relatives' advice while 34.5% of male employees are

not concerned with the friends or relatives' advice. Referring to Thai culture, males are family leaders and females are followers. Females are taught to be followers and they need to consult with their parents and cousins before doing anything. If the company needs to recruit female employees into the organization, the company has to clarify the job description and specification that are suitable for female employees. On the other hand, female employees should think more about their families before accepting any job. Sometimes, female employees need to accept the jobs. It will be better if the company can build a good relationship with the employee's family by arranging staff and family meetings because they can help the family to understand and support the employees.

- (3) To cure excessive absenteeism, one has to know the exact causes and then examine the available, workable and proven solutions to apply against those causes. Organizations should review their present absenteeism policy. Absenteeism policies vary in effectiveness. Most ineffective policies have a common dominator: They allow "excused" absences, whereas those that do work are "no fault" policies. From studies, we can conclude that under trained supervisors is one of the main causes of absenteeism. Therefore, any company experiencing absenteeism of greater than 3 percent should consider supervisors as a potential contributor to the problem. The responses from surveys have revealed results: low pay, poor benefits and high workloads were not major causes, nor was actual sickness. Instead absenteeism generally was found to be a symptom of low job satisfaction, sub-standard working conditions and consistent negative and unfair treatment received by first-line supervisor.

- (4) To manage turnover, organization should focus both short-term and long-term turnover. Commitment had the strongest influence on desire to stay. When employees were proud of company and shared its ideals and values, they wanted to stay. With long-term prospect, provided employees see their future with the company. Job satisfaction is placed the third, concentrated whether our employees are enthusiastic to come to work each day. Stress; while high stress has become a legal issue in the workplace, lower levels of stress can cause people to quit. And the most common reason given for quitting is the prospect for more money. If company pays below industry averages, people may quit for money.





APPENDIX A
CHART AND TABLE OF WORKER ATTITUDE

Table A.1. Gender.

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	262	65.5	65.5	65.5
	Male	138	34.5	34.5	100.0
	Total	400	100.0	100.0	

Table A.2. Age.

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 21	5	1.3	1.3	1.3
	21-30	287	71.8	71.8	73.0
	31-40	100	25.0	25.0	98.0
	41-50	4	1.0	1.0	99.0
	51 - up	4	1.0	1.0	100.0
	Total	400	100.0	100.0	

Table A.3. Education.

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	55	13.8	13.8	13.8
	Diploma	66	16.5	16.5	30.3
	Bachelor	228	57.0	57.0	87.3
	Master	49	12.3	12.3	99.5
	Ph.D	2	.5	.5	100.0
	Total	400	100.0	100.0	

Table A.4. Income.

Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 10,000	133	33.3	33.3	33.3
	10,001-20,000	147	36.8	36.8	70.0
	20,001-30,000	70	17.5	17.5	87.5
	30,001-40,000	26	6.5	6.5	94.0
	More than 40,001	24	6.0	6.0	100.0
	Total	400	100.0	100.0	

Table A.5. Work Location.

Work Location

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bangkok	163	40.8	40.8	40.8
	Urban Areas	48	12.0	12.0	52.8
	Others	189	47.3	47.3	100.0
	Total	400	100.0	100.0	

Table A.6. Number of Absenteeism per Month.

No. of Absent/month

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	124	31.0	31.0	31.0
	1 time	169	42.3	42.3	73.3
	More than 1 time	107	26.8	26.8	100.0
	Total	400	100.0	100.0	

Table A.7. Number of Times in Resigning Jobs.

No. of resignation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	103	25.8	25.8	25.8
	1 time	141	35.3	35.3	61.0
	More than 1 time	156	39.0	39.0	100.0
	Total	400	100.0	100.0	

Table A.8. Experience.

Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-2	105	26.3	26.3	26.3
	3-5	126	31.5	31.5	57.8
	6-9	91	22.8	22.8	80.5
	10	67	16.8	16.8	97.3
	Other	11	2.8	2.8	100.0
	Total	400	100.0	100.0	

Table A.9. Position.

Position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Officer	276	69.0	69.0	69.0
	Senior Officer	80	20.0	20.0	89.0
	Middle Management	41	10.3	10.3	99.3
	Top Management	3	.8	.8	100.0
	Total	400	100.0	100.0	

Table A.10. Reason That Mostly Used When Taking Leaves with the Company.

Absenteeism Reason					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sick leave	224	56.0	56.0	56.0
	Vacation	170	42.5	42.5	98.5
	Assignment by company	6	1.5	1.5	100.0
	Total	400	100.0	100.0	

Table A.11. The Real Reasons the Employee Feel When Taking Leave: Sick leave.

Sick leave					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	81	20.3	20.3	20.3
	Yes	319	79.8	79.8	100.0
	Total	400	100.0	100.0	

Table A.12. The Real Reasons the Employee Feel When Taking Leave: Vacation.

Vacation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	147	36.8	36.8	36.8
	Yes	253	63.3	63.3	100.0
	Total	400	100.0	100.0	

Table A.13. The Real Reasons the Employee Feel When Taking Leave: Assignment by Company.

Assignment by company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	379	94.8	94.8	94.8
	Yes	21	5.3	5.3	100.0
	Total	400	100.0	100.0	

Table A.14. The Real Reasons the Employee Feel When Taking Leave: Laziness.

Laziness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	326	81.5	81.5	81.5
	Yes	74	18.5	18.5	100.0
	Total	400	100.0	100.0	

Table A.15. The Real Reasons the Employee Feel When Taking Leave: Don't Like the Boss.

Don't like the boss

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	357	89.3	89.3	89.3
	Yes	43	10.8	10.8	100.0
	Total	400	100.0	100.0	

Table A.16. The Real Reasons the Employee Feel When Taking Leave: Don't Like Colleague.

Don't like colleague

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	375	93.8	93.8	93.8
	Yes	25	6.3	6.3	100.0
	Total	400	100.0	100.0	

Table A.17. The Real Reasons the Employee Feel When Taking Leave: Bad Attitude toward Job Work.

Bad attitude of job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	374	93.5	93.5	93.5
	Yes	26	6.5	6.5	100.0
	Total	400	100.0	100.0	

Table A.18. The Real Reasons the Employee Feel When Taking Leave: Bad Attitude toward Company Policy.

Bad attitude of policy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	366	91.5	91.5	91.5
	Yes	34	8.5	8.5	100.0
	Total	400	100.0	100.0	

Table A.19. The Real Reasons the Employee Feel When Taking Leave: Seeking New Jobs.

Seek new job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	285	71.3	71.3	71.3
	Yes	115	28.8	28.8	100.0
	Total	400	100.0	100.0	

Table A.20. The Real Reasons the Employee Feel When Taking Leave: Never Taking Leave.

Never

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	384	96.0	96.0	96.0
	Yes	16	4.0	4.0	100.0
	Total	400	100.0	100.0	

Table A.21. Taking Leaves with Very Necessary Reasons.

Absent when necessary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	368	92.0	92.0	92.0
	No	32	8.0	8.0	100.0
	Total	400	100.0	100.0	

Table A.22. Priority That Effect Absenteeism: Duties and Responsibilities.

Duties and responsibilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not answer	88	22.0	22.0	22.0
	Ranking no.1	145	36.3	36.3	58.3
	Ranking no.2	52	13.0	13.0	71.3
	Ranking no.3	40	10.0	10.0	81.3
	Ranking no.4	40	10.0	10.0	91.3
	Ranking no.5	35	8.8	8.8	100.0
	Total	400	100.0	100.0	

Table A.23. Priority That Effect Absenteeism: Location..

Location

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not answer	246	61.5	61.5	61.5
	Ranking no.1	13	3.3	3.3	64.8
	Ranking no.2	41	10.3	10.3	75.0
	Ranking no.3	29	7.3	7.3	82.3
	Ranking no.4	30	7.5	7.5	89.8
	Ranking no.5	41	10.3	10.3	100.0
	Total	400	100.0	100.0	

Table A.24. Priority That Effect Absenteeism: Salary and Benefit.

Salary and Benefit

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not answer	182	45.5	45.5	45.5
	Ranking no.1	67	16.8	16.8	62.3
	Ranking no.2	39	9.8	9.8	72.0
	Ranking no.3	40	10.0	10.0	82.0
	Ranking no.4	33	8.3	8.3	90.3
	Ranking no.5	39	9.8	9.8	100.0
	Total	400	100.0	100.0	

Table A.25. Priority That Effect Absenteeism: Position.

Position		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not answer	166	41.5	41.5	41.5
	Ranking no.1	8	2.0	2.0	43.5
	Ranking no.2	60	15.0	15.0	58.5
	Ranking no.3	64	16.0	16.0	74.5
	Ranking no.4	53	13.3	13.3	87.8
	Ranking no.5	49	12.3	12.3	100.0
	Total	400	100.0	100.0	

Table A.26. Priority That Effect Absenteeism: Duties and Responsibilities.

Organization		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not answer	239	59.8	59.8	59.8
	Ranking no.1	22	5.5	5.5	65.3
	Ranking no.2	13	3.3	3.3	68.5
	Ranking no.3	23	5.8	5.8	74.3
	Ranking no.4	55	13.8	13.8	88.0
	Ranking no.5	48	12.0	12.0	100.0
	Total	400	100.0	100.0	

Table A.27. Priority That Effect Absenteeism: Supervisor or Boss.

Supervisor or Boss		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not answer	133	33.3	33.3	33.3
	Ranking no.1	28	7.0	7.0	40.3
	Ranking no.2	67	16.8	16.8	57.0
	Ranking no.3	80	20.0	20.0	77.0
	Ranking no.4	52	13.0	13.0	90.0
	Ranking no.5	40	10.0	10.0	100.0
	Total	400	100.0	100.0	

Table A.28. Priority That Effect Absenteeism: Company Policy.

Company Policy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not answer	247	61.8	61.8	61.8
	Ranking no.1	12	3.0	3.0	64.8
	Ranking no.2	28	7.0	7.0	71.8
	Ranking no.3	38	9.5	9.5	81.3
	Ranking no.4	40	10.0	10.0	91.3
	Ranking no.5	35	8.8	8.8	100.0
	Total	409	100.0	100.0	

Table A.29. Priority That Effect Absenteeism: Colleague.

Colleague

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not answer	204	51.0	51.0	51.0
	Ranking no.1	10	2.5	2.5	53.5
	Ranking no.2	43	10.8	10.8	64.3
	Ranking no.3	40	10.0	10.0	74.3
	Ranking no.4	39	9.8	9.8	84.0
	Ranking no.5	64	16.0	16.0	100.0
	Total	400	100.0	100.0	

Table A.30. Priority That Effect Absenteeism: Relative.

Relative

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not answer	253	63.3	63.3	63.3
	Ranking no.1	67	16.8	16.8	80.0
	Ranking no.2	28	7.0	7.0	87.0
	Ranking no.3	10	2.5	2.5	89.5
	Ranking no.4	25	6.3	6.3	95.8
	Ranking no.5	17	4.3	4.3	100.0
	Total	400	100.0	100.0	

Table A.31. Consulting with Friends or Family When Need to Resign.

Consulting

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	236	59.0	59.0	59.0
	No	164	41.0	41.0	100.0
	Total	400	100.0	100.0	

Table A.32. The Opportunity to Choose Current Job Would Choose This Job Again.

Opportunity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	252	63.0	63.0	63.0
	no	148	37.0	37.0	100.0
	Total	400	100.0	100.0	

Table A.33. The Percentage Up from Current Salary Would Like to Get for Next Job.

Percentage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 10%	19	4.8	4.8	4.8
	10-20%	204	51.0	51.0	55.8
	21% up	139	34.8	34.8	90.5
	Other	38	9.5	9.5	100.0
	Total	400	100.0	100.0	

Table A.34. Priority That Effect Leaving Decision from the Company: Duties and Responsibilities.

		Duties and responsibilities			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not answer	70	17.5	17.5	17.5
	Ranking no.1	99	24.8	24.8	42.3
	Ranking no.2	60	15.0	15.0	57.3
	Ranking no.3	83	20.8	20.8	78.0
	Ranking no.4	53	13.3	13.3	91.3
	Ranking no.5	35	8.8	8.8	100.0
	Total	400	100.0	100.0	

Table A.35. Priority That Effect Leaving Decision from the Company: Location.

		Location			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not answer	116	29.0	29.0	29.0
	Ranking no.1	15	3.8	3.8	32.8
	Ranking no.2	58	14.5	14.5	47.3
	Ranking no.3	75	18.8	18.8	66.0
	Ranking no.4	76	19.0	19.0	85.0
	Ranking no.5	60	15.0	15.0	100.0
	Total	400	100.0	100.0	

Table A.36. Priority That Effect Leaving Decision from the Company: Salary and Benefits.

		Salary and benefit			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not answer	24	6.0	6.0	6.0
	Ranking no.1	180	45.0	45.0	51.0
	Ranking no.2	97	24.3	24.3	75.3
	Ranking no.3	57	14.3	14.3	89.5
	Ranking no.4	24	6.0	6.0	95.5
	Ranking no.5	18	4.5	4.5	100.0
	Total	400	100.0	100.0	

Table A.37. Priority That Effect Leaving Decision from the Company: Position.

		Position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not answer	80	20.0	20.0	20.0
	Ranking no.1	40	10.0	10.0	30.0
	Ranking no.2	117	29.3	29.3	59.3
	Ranking no.3	64	16.0	16.0	75.3
	Ranking no.4	61	15.3	15.3	90.5
	Ranking no.5	38	9.5	9.5	100.0
	Total	400	100.0	100.0	

Table A.38. Priority That Effect Leaving Decision from the Company: Organization.

		Organization			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not answer	150	37.5	37.5	37.5
	Ranking no.1	17	4.3	4.3	41.8
	Ranking no.2	26	6.5	6.5	48.3
	Ranking no.3	46	11.5	11.5	59.8
	Ranking no.4	71	17.8	17.8	77.5
	Ranking no.5	90	22.5	22.5	100.0
	Total	400	100.0	100.0	

Table A.39. Priority That Effect Leaving Decision from the Company: Supervisor or Boss.

		Supervisor or Boss			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not answer	177	44.3	44.3	44.3
	Ranking no.1	21	5.3	5.3	49.5
	Ranking no.2	27	6.8	6.8	56.3
	Ranking no.3	42	10.5	10.5	66.8
	Ranking no.4	62	15.5	15.5	82.3
	Ranking no.5	71	17.8	17.8	100.0
	Total	400	100.0	100.0	

Table A.40. Priority That Effect Leaving Decision from the Company: Policy.

Policy		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not answer	330	82.5	82.5	82.5
	Ranking no.1	11	2.8	2.8	85.3
	Ranking no.2	2	.5	.5	85.8
	Ranking no.3	14	3.5	3.5	89.3
	Ranking no.4	19	4.8	4.8	94.0
	Ranking no.5	24	6.0	6.0	100.0
	Total	400	100.0	100.0	

Table A.41. Priority That Effect Leaving Decision from the Company: Colleague.

Colleague		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not answer	307	76.8	76.8	76.8
	Ranking no.1	13	3.3	3.3	80.0
	Ranking no.2	4	1.0	1.0	81.0
	Ranking no.3	12	3.0	3.0	84.0
	Ranking no.4	20	5.0	5.0	89.0
	Ranking no.5	44	11.0	11.0	100.0
	Total	400	100.0	100.0	

Table A.42. Priority That Effect Leaving Decision from the Company: Relative.

Relative		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not answer	377	94.3	94.3	94.3
	Ranking no.1	2	.5	.5	94.8
	Ranking no.2	4	1.0	1.0	95.8
	Ranking no.3	3	.8	.8	96.5
	Ranking no.4	3	.8	.8	97.3
	Ranking no.5	11	2.8	2.8	100.0
	Total	400	100.0	100.0	

Table A.43. Duties and Responsibilities: You Are Happy with Your Current Duties and Responsibilities.

Duties & Responsibilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	22	5.5	5.5	5.5
	Less	36	9.0	9.0	14.5
	Average	216	54.0	54.0	68.5
	Important	94	23.5	23.5	92.0
	Most important	32	8.0	8.0	100.0
	Total	400	100.0	100.0	

Table A.44. Duties and Responsibilities: You Would Like to Receive the Main Important Functions of Duties and Responsibilities of the Company.

Duties & Responsibilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	21	5.3	5.3	5.3
	Less	23	5.8	5.8	11.0
	Average	158	39.5	39.5	50.5
	Important	120	30.0	30.0	80.5
	Most important	78	19.5	19.5	100.0
	Total	400	100.0	100.0	

Table A.45. Duties and Responsibilities: You Think That the Duties and Responsibilities Is the Most Important Thing for Promotion.

Duties & Responsibilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	7	1.8	1.8	1.8
	Less	30	7.5	7.5	9.3
	Average	65	16.3	16.3	25.5
	Important	178	44.5	44.5	70.0
	Most important	120	30.0	30.0	100.0
	Total	400	100.0	100.0	

Table A.46. Duties and Responsibilities: You Think That Duties and Responsibilities Are The Most Important Things for You to Come to Work.

Duties & Responsibilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	12	3.0	3.0	3.0
	Less	14	3.5	3.5	6.5
	Average	88	22.0	22.0	28.5
	Important	168	42.0	42.0	70.5
	Most important	118	29.5	29.5	100.0
	Total	400	100.0	100.0	

Table A.47. Duties and Responsibilities: You Will Most Likely to Absent or Resign from The Company If You Were Reduced Your Duties and Responsibilities.

Duties & Responsibilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answer	2	.5	.5	.5
	Very less	36	9.0	9.0	9.5
	Less	76	19.0	19.0	28.5
	Average	141	35.3	35.3	63.8
	Important	68	17.0	17.0	80.8
	Most important	77	19.3	19.3	100.0
	Total	400	100.0	100.0	

Table A.48. Position: You Are Happy with Your Current Position.

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	24	6.0	6.0	6.0
	Less	67	16.8	16.8	22.8
	Average	180	45.0	45.0	67.8
	Important	107	26.8	26.8	94.5
	Most important	22	5.5	5.5	100.0
	Total	400	100.0	100.0	

Table A.49. Position: You Would Like to Be Promoted.

		Position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	9	2.3	2.3	2.3
	Less	22	5.5	5.5	7.8
	Average	154	38.5	38.5	46.3
	Important	124	31.0	31.0	77.3
	Most important	91	22.8	22.8	100.0
	Total	400	100.0	100.0	

Table A.50. Position: There Is a Chance for You to Be Promoted.

		Position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	62	15.5	15.5	15.5
	Less	88	22.0	22.0	37.5
	Average	159	39.8	39.8	77.3
	Important	67	16.8	16.8	94.0
	Most important	24	6.0	6.0	100.0
	Total	400	100.0	100.0	

Table A.51. Position: You Think You Should Be Promoted.

		Position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answer	2	.5	.5	.5
	Very less	23	5.8	5.8	6.3
	Less	60	15.0	15.0	21.3
	Average	190	47.5	47.5	68.8
	Important	92	23.0	23.0	91.8
	Most important	33	8.3	8.3	100.0
	Total	400	100.0	100.0	

Table A.52. Position: You Would Take More Leave or Resign from the Company If You Were Not Promoted.

Position		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	127	31.8	31.8	31.8
	Less	105	26.3	26.3	58.0
	Average	116	29.0	29.0	87.0
	Important	32	8.0	8.0	95.0
	Most important	20	5.0	5.0	100.0
	Total	400	100.0	100.0	

Table A.53. Salary: You Are Happy with Your Current Salary.

Salary		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	60	15.0	15.0	15.0
	Less	78	19.5	19.5	34.5
	Average	201	50.3	50.3	84.8
	Important	54	13.5	13.5	98.3
	Most important	7	1.8	1.8	100.0
	Total	400	100.0	100.0	

Table A.54. Salary: Your Salary Is Enough for Living.

Salary		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	51	12.8	12.8	12.8
	Less	87	21.8	21.8	34.5
	Average	202	50.5	50.5	85.0
	Important	48	12.0	12.0	97.0
	Most important	12	3.0	3.0	100.0
	Total	400	100.0	100.0	

Table A.55. Salary: You Might Absent or Resign from the Company If Your Salary Does Not Increase.

Salary		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	99	24.8	24.8	24.8
	Less	111	27.8	27.8	52.5
	Average	120	30.0	30.0	82.5
	Important	46	11.5	11.5	94.0
	Most important	24	6.0	6.0	100.0
	Total	400	100.0	100.0	

Table A.56. Salary: You Are Unhappy to Talk about Your Salary with Your Friends.

Salary		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	56	14.0	14.0	14.0
	Less	67	16.8	16.8	30.8
	Average	176	44.0	44.0	74.8
	Important	54	13.5	13.5	88.3
	Most important	47	11.8	11.8	100.0
	Total	400	100.0	100.0	

Table A.57. Salary: It Is Important to You to Get 10% Salary Increase Each Year.

Salary		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	70	17.5	17.5	17.5
	Less	65	16.3	16.3	33.8
	Average	107	26.8	26.8	60.5
	Important	80	20.0	20.0	80.5
	Most important	78	19.5	19.5	100.0
	Total	400	100.0	100.0	

Table A.58. Relatives: You Have to Consult with Parents or Relatives When You Feel Not Comfortable with Your Current Jobs.

		Relatives			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	61	15.3	15.3	15.3
	Less	73	18.3	18.3	33.5
	Average	125	31.3	31.3	64.8
	Important	88	22.0	22.0	86.8
	Most important	53	13.3	13.3	100.0
	Total	400	100.0	100.0	

Table A.59. Relatives: You Will Not Take More Leave or Will Resign If Your Relatives Do Not Agree with You.

		Relatives			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	99	24.8	24.8	24.8
	Less	122	30.5	30.5	55.3
	Average	138	34.5	34.5	89.8
	Important	33	8.3	8.3	98.0
	Most important	8	2.0	2.0	100.0
	Total	400	100.0	100.0	

Table A.60. Relatives: Your Relatives Always Recommend a New Job for You.

		Relatives			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	177	44.3	44.3	44.3
	Less	104	26.0	26.0	70.3
	Average	64	16.0	16.0	86.3
	Important	44	11.0	11.0	97.3
	Most important	11	2.8	2.8	100.0
	Total	400	100.0	100.0	

Table A.61. Relatives: You Need Comments from Your Relatives about Your Job.

		Relatives			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	103	25.8	25.8	25.8
	Less	94	23.5	23.5	49.3
	Average	144	36.0	36.0	85.3
	Important	42	10.5	10.5	95.8
	Most important	17	4.3	4.3	100.0
	Total	400	100.0	100.0	

Table A.62. Relatives: You Feel Unhappy If Your Relatives Do Not Like Your Job.

		Relatives			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	133	33.3	33.3	33.3
	Less	106	26.5	26.5	59.8
	Average	118	29.5	29.5	89.3
	Important	21	5.3	5.3	94.5
	Most important	22	5.5	5.5	100.0
	Total	400	100.0	100.0	

Table A.63. Organization: You Choose to Apply for a Job with an International Firm Only.

		Organization			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	83	20.8	20.8	20.8
	Less	75	18.8	18.8	39.5
	Average	156	39.0	39.0	78.5
	Important	58	14.5	14.5	93.0
	Most important	28	7.0	7.0	100.0
	Total	400	100.0	100.0	

Table A.64. Organization: It Is Important to You to Be a Group Member in Your Organization.

Organization		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	21	5.3	5.3	5.3
	Less	27	6.8	6.8	12.0
	Average	162	40.5	40.5	52.5
	Important	132	33.0	33.0	85.5
	Most important	58	14.5	14.5	100.0
	Total	400	100.0	100.0	

Table A.65. Organization: You Feel Unhappy If You Cannot Be a Group Member.

Organization		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	30	7.5	7.5	7.5
	Less	57	14.3	14.3	21.8
	Average	172	43.0	43.0	64.8
	Important	96	24.0	24.0	88.8
	Most important	45	11.3	11.3	100.0
	Total	400	100.0	100.0	

Table A.66. Organization: You Try to Avoid the Conflict in the Organization.

Organization		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	26	6.5	6.5	6.5
	Less	31	7.8	7.8	14.3
	Average	113	28.3	28.3	42.5
	Important	151	37.8	37.8	80.3
	Most important	79	19.8	19.8	100.0
	Total	400	100.0	100.0	

Table A.67. Organization: The Size of Organization Is the Most Important Factor in Making Decision for Job Offering.

		Organization			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	18	4.5	4.5	4.5
	Less	26	6.5	6.5	11.0
	Average	160	40.0	40.0	51.0
	Important	132	33.0	33.0	84.0
	Most important	64	16.0	16.0	100.0
	Total	400	100.0	100.0	

Table A.68. Boss or Supervisor: You Always Have the Different Ideas from Your Supervisor or Boss.

		Boss or Supervisor			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	85	21.3	21.3	21.3
	Less	135	33.8	33.8	55.0
	Average	127	31.8	31.8	86.8
	Important	30	7.5	7.5	94.3
	Most important	23	5.8	5.8	100.0
	Total	400	100.0	100.0	

Table A.69. Boss or Supervisor: Supervisor or Boss Is the Important Factor in Making Your Works More Effectively and Efficiently.

		Boss or Supervisor			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	20	5.0	5.0	5.0
	Less	15	3.8	3.8	8.8
	Average	76	19.0	19.0	27.8
	Important	138	34.5	34.5	62.3
	Most important	151	37.8	37.8	100.0
	Total	400	100.0	100.0	

Table A.70. Boss or Supervisor: It Is Important to You to Have a Good Relationship with Your Boss.

Boss or Supervisor		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	4	1.0	1.0	1.0
	Less	16	4.0	4.0	5.0
	Average	124	31.0	31.0	36.0
	Important	183	45.8	45.8	81.8
	Most important	73	18.3	18.3	100.0
	Total	400	100.0	100.0	

Table A.71. Boss or Supervisor: You Don't Want to Come to Work If You Have Conflict with Your Boss or Supervisor.

Boss or Supervisor		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	46	11.5	11.5	11.5
	Less	64	16.0	16.0	27.5
	Average	160	40.0	40.0	67.5
	Important	73	18.3	18.3	85.8
	Most important	57	14.3	14.3	100.0
	Total	400	100.0	100.0	

Table A.72. Boss or Supervisor: You Will Decide to Resign from the Company If You Have Any Conflict with Your Boss or Supervisor.

Boss or Supervisor		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	78	19.5	19.5	19.5
	Less	97	24.3	24.3	43.8
	Average	128	32.0	32.0	75.8
	Important	60	15.0	15.0	90.8
	Most important	37	9.3	9.3	100.0
	Total	400	100.0	100.0	

Table A.73. Policy: The Company Should Have the Policy That You Desired.

		Policy			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	34	8.5	8.5	8.5
	Less	36	9.0	9.0	17.5
	Average	197	49.3	49.3	66.8
	Important	85	21.3	21.3	88.0
	Most important	48	12.0	12.0	100.0
	Total	400	100.0	100.0	

Table A.74. Policy: You Think That You Can Adapt Yourself to the Company Policy.

		Policy			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	9	2.3	2.3	2.3
	Less	24	6.0	6.0	8.3
	Average	169	42.3	42.3	50.5
	Important	157	39.3	39.3	89.8
	Most important	41	10.3	10.3	100.0
	Total	400	100.0	100.0	

Table A.75. Policy: You Think That the Human Resource Policy of the Company Should Be the Most Benefit for All Employees in the Organization.

		Policy			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answer	2	.5	.5	.5
	Very less	11	2.8	2.8	3.3
	Less	15	3.8	3.8	7.0
	Average	96	24.0	24.0	31.0
	Important	157	39.3	39.3	70.3
	Most important	119	29.8	29.8	100.0
	Total	400	100.0	100.0	

Table A.76. Policy: You Don't Want to Come to Work If You have Different Ideas with the Company Policy.

Policy		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	62	15.5	15.5	15.5
	Less	100	25.0	25.0	40.5
	Average	167	41.8	41.8	82.3
	Important	50	12.5	12.5	94.8
	Most important	21	5.3	5.3	100.0
	Total	400	100.0	100.0	

Table A.77. Policy: You Would Resign If You Have Conflict Idea with the Company Policy.

Policy		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	72	18.0	18.0	18.0
	Less	108	27.0	27.0	45.0
	Average	166	41.5	41.5	86.5
	Important	37	9.3	9.3	95.8
	Most important	17	4.3	4.3	100.0
	Total	400	100.0	100.0	

Table A.78. Colleague: Colleague Is the Important Factor in Making Your Works More Effectively and Efficiently.

Colleague		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	9	2.3	2.3	2.3
	Less	22	5.5	5.5	7.8
	Average	69	17.3	17.3	25.0
	Important	173	43.3	43.3	68.3
	Most important	127	31.8	31.8	100.0
	Total	400	100.0	100.0	

Table A.79. Colleague: It Is Important for You to Have a Good Relationship with Your Colleague.

		Colleague			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	7	1.8	1.8	1.8
	Less	11	2.8	2.8	4.5
	Average	51	12.8	12.8	17.3
	Important	184	46.0	46.0	63.3
	Most important	147	36.8	36.8	100.0
	Total	400	100.0	100.0	

Table A.80. Colleague: You Always Have the Different Ideas with Your Colleague.

		Colleague			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	93	23.3	23.3	23.3
	Less	149	37.3	37.3	60.5
	Average	126	31.5	31.5	92.0
	Important	18	4.5	4.5	96.5
	Most important	14	3.5	3.5	100.0
	Total	400	100.0	100.0	

Table A.81. Colleague: You Don't Want to Come to Work If You have Conflict with Your Colleague.

		Colleague			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	75	18.8	18.8	18.8
	Less	110	27.5	27.5	46.3
	Average	137	34.3	34.3	80.5
	Important	55	13.8	13.8	94.3
	Most important	23	5.8	5.8	100.0
	Total	400	100.0	100.0	

Table A.82. Colleague: You Will Decide to Resign from the Company If You Have Any Conflict with Your Colleague.

		Colleague			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	141	35.3	35.3	35.3
	Less	99	24.8	24.8	60.0
	Average	122	30.5	30.5	90.5
	Important	25	6.3	6.3	96.8
	Most important	13	3.3	3.3	100.0
	Total	400	100.0	100.0	

Table A.83. Location: You Think First about Location before Applying for a Job.

		Location			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	24	6.0	6.0	6.0
	Less	37	9.3	9.3	15.3
	Average	156	39.5	39.5	54.8
	Important	108	27.0	27.0	81.8
	Most important	73	18.3	18.3	100.0
	Total	400	100.0	100.0	

Table A.84. Location: You Will Accept the Job If You Have to Travel More Than 1 Hour.

		Location			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	111	27.8	27.8	27.8
	Less	91	22.8	22.8	50.5
	Average	146	36.5	36.5	87.0
	Important	41	10.3	10.3	97.3
	Most important	11	2.8	2.8	100.0
	Total	400	100.0	100.0	

Table A.85. Location: You Are Happy to Travel for Work.

		Location			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Answer	2	.5	.5	.5
	Very less	86	21.5	21.5	22.0
	Less	75	18.8	18.8	40.8
	Average	151	37.8	37.8	78.5
	Important	55	13.8	13.8	92.3
	Most important	31	7.8	7.8	100.0
	Total	400	100.0	100.0	

Table A.86. Location: You Prefer to Work in Office.

		Location			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	39	9.8	9.8	9.8
	Less	60	15.0	15.0	24.8
	Average	187	46.8	46.8	71.5
	Important	63	15.8	15.8	87.3
	Most important	51	12.8	12.8	100.0
	Total	400	100.0	100.0	

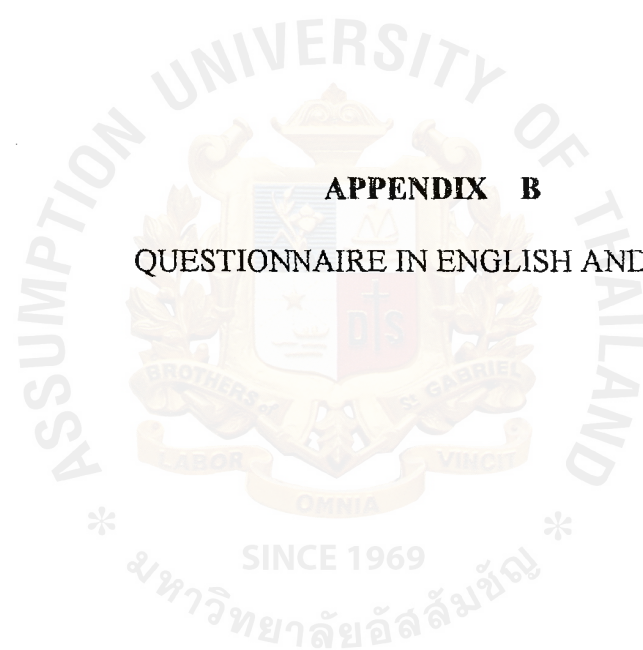
Table A.87. Location: You Will Resign from the Job If the Company Moves Far from Your Home.

		Location			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	56	14.0	14.0	14.0
	Less	79	19.8	19.8	33.8
	Average	164	41.0	41.0	74.8
	Important	70	17.5	17.5	92.3
	Most important	31	7.8	7.8	100.0
	Total	400	100.0	100.0	

Table A.88. Location: You Are Mostly Absent If the Working Location Is Far Away from Your Home.

		Location			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very less	90	22.5	22.5	22.5
	Less	105	26.3	26.3	48.8
	Average	134	33.5	33.5	82.3
	Important	50	12.5	12.5	94.8
	Most important	21	5.3	5.3	100.0
	Total	400	100.0	100.0	





APPENDIX B

QUESTIONNAIRE IN ENGLISH AND THAI

Questionnaire

A Master's degree student, majoring in Computer & Engineering Management designs this questionnaire as a part of project required for completion of the study. The researcher would like to study the factors causing worker absenteeism and turnover for private sector employees of manufacturing companies in Urban areas and Industrial Estate. The result can help us to motivate the employee and build sense of belonging and loyalty.

Thank you for your cooperation.

Part I : Personal Data

1. Gender
 - ... Male
 - ... Female
2. Age
 - ... Below 21
 - ... 21-30 years
 - ... 31-40 years
 - ... 41-50 years
 - ... 51 years old and up
3. Education
 - ... High School
 - ... Diploma (please specify) _____
 - ... Bachelor's Degree (please specify) _____
 - ... Master's Degree (please specify) _____
 - ... Ph.D. (please specify) _____
4. Income
 - ... Less than 10,000 Thai baht per month
 - ... 10,001 – 20,000 Thai baht per month
 - ... 20,001 – 30,000 Thai baht per month
 - ... 30,001 – 40,000 Thai baht per month
 - ... more than 40,001 Thai baht per month
5. Work Location
 - ... Bangkok
 - ... Urban areas (please specify) _____
 - ... Others (please specify) _____

6. Number of absenteeism times per month

... None

... 1 time

... More than 1 time (please specify) _____

7. Number of times in resigning jobs

... None

... 1 time

... More than 1 time (please specify) _____

8. Working experience

... 1-2 years

... 3-5 years

... 6-9 years

... 10 years up

... Other (please specify) _____

9. Position

... Officer

... Senior officer

... Middle Management

... Top Management

... Other (please specify) _____

Part 2

1. Please specify the reason that you mostly used when you take leave with the company.

... Sick leave

... Vacation

... Assignment by company

2. Please specify the *real reasons* that you feel when taking leave. (can answer more than one).

... Sick leave

... Vacation

... Assignment by company

... Laziness

... Don't like the Boss

... Don't like colleague

... Bad attitude toward job work

- ... Bad attitude toward company policy
 - ... Seeking new jobs
 - ... Never taking leave
3. You're mostly taking leave with very necessary reasons.
- ... Yes
 - ... No
4. Please indicate priority of the FIVE most important factors that effect your absenteeism. (1 being less important, 6 being most important)
- ... Duties and Responsibilities
 - ... Location
 - ... Salary and benefits
 - ... Higher Position
 - ... Organization
 - ... Supervisor
 - ... Company Policy
 - ... Colleague
 - ... Relatives

Part 3

1. Do you have to consult with your friends or family when you need to resign?
- ... Yes
 - ... No
2. If you have the opportunity to choose your job, do you choose this job again?
- ... Yes
 - ... No
3. What is the percentage up from your current salary would you like to get for the next job?
- ... Less than 10%
 - ... 10 – 20%
 - ... 21 % up
 - ... Other (please specify) _____
4. Please indicate priority of the FIVE most important factors that effect your leaving decision from the company. (1 being less important, 6 being most important)
- ... Duties and Responsibilities

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- ... Location
- ... Salary and benefits
- ... Higher Position
- ... Organization
- ... Supervisor
- ... Company Policy
- ... Colleague
- ... Relatives

Part 4

This is part 4 of the questionnaire. There is a short question, please answer the question by giving the rate from 1 to 5 (1 = very Less, 2 = less, 3 = average, 4 = important, 5 = most important)

1. Duties and Responsibilities

Questions	1	2	3	4	5
1. You are happy with your current duties and responsibilities					
2. You would like to receive the main important functions of duties and responsibilities of the company.					
3. You think that the duties and responsibilities is the most important think for promotion.					
4. You think that the duties and responsibilities are the most important things for you to come to work.					
5. You will most likely to absent or resign from the company if you were reduced your duties and responsibilities.					

2. Position

Questions	1	2	3	4	5
1. You are happy with your current position					
2. You would like to be promoted					
3. There is a chance for you to be promoted					
4. You think you should be promoted.					
5. You would take more leave or resign from the company if you were not promoted					

3. Salary

Questions	1	2	3	4	5
1. You are happy with your current salary.					
2. Your salary is enough for living.					
3. You might absent or resign from the company if your salary does not increase.					
4. You are unhappy to talk about your salary with your friends.					
5. It is important to you to get 10% salary increase each year.					

4. Relatives

Questions	1	2	3	4	5
1. You have to consult with parents or relatives when you feel not comfortable with your current jobs.					
2. You will not take more leave or will resign if your relatives do not agree with you.					
3. Your relatives always recommend a new job for you.					
4. You need comments from your relatives about your job.					
5. You feel unhappy if your relatives do not like your job.					

5. Organization

Questions	1	2	3	4	5
1. You choose to apply for a job with an international firm only.					
2. It is important to you to be a group member in your organization.					
3. You feel unhappy if you cannot be a group member.					
4. You try to avoid the conflict in the organization.					
5. The size of organization is the most important factor in making decision for job offering.					

6. Supervisor

Questions	1	2	3	4	5
1. You always have the different ideas from your supervisor or boss.					
2. Supervisor or boss is the important factor in making your works more effectively and efficiently.					
3. It is important to you to have a good relationship with your boss.					
4. You don't want to come to work if you have					

conflict with your boss or supervisor.					
5. You will decide to resign from the company if you have any conflict with your boss or supervisor.					

7. Policy

คำถาม	1	2	3	4	5
1. The company should have the policy that you desired.					
2. You think that you can adapt yourself to the company policy.					
3. You think that the Human Resource Policy of the company should be the most benefit for all employees in the organization.					
4. You don't want to come to work if you have different ideas with the company policy.					
5. You would resign if you have conflict idea with the company policy.					

8. Colleague

Questions	1	2	3	4	5
1. Colleague is the important factor in making your works more effectively and efficiently.					
2. It is important for you to have a good relationship with your colleague.					
3. You always have the different ideas with your colleague.					
4. You don't want to come to work if you have conflict with your colleague.					
5. You will decide to resign from the company if you have any conflict with your colleague.					

9. Location

Questions	1	2	3	4	5
1. You think first about location before applying for a job.					
2. You will accept the job if you have to travel more than 1 hour.					
3. You are happy to travel to work.					
4. You prefer to work in office.					
5. You will resign from the job if the company moves far from your home.					
6. You are mostly absent if the working location is far away from your home.					

แบบสอบถาม

แบบสอบถามชุดนี้ออกแบบโดยนักศึกษาปริญญาโทสาขาการจัดการด้านคอมพิวเตอร์และวิศวกรรม มหาวิทยาลัยอัสสัมชัญ เพื่อใช้เป็นส่วนหนึ่งใน Graduate Project ผู้วิจัยต้องการที่จะศึกษาปัจจัยที่ส่งผลต่อการขาด / ลางาน และ ลาออกจากงานของพนักงานบริษัทเอกชนในส่วนอุตสาหกรรมต่าง ๆ ผลจากการศึกษาสามารถนำมาใช้เพื่อการสร้างแรงกระตุ้นต่อพนักงานได้

ขอขอบคุณทุกท่านที่ให้ความร่วมมือในการตอบแบบสอบถาม

ส่วนที่ 1 : ข้อมูลส่วนตัว

1. เพศ

- ☐ หญิง
- ☐ ชาย

2. อายุ

- ☐ ต่ำกว่า 21 ปี
- ☐ 21 – 30 ปี
- ☐ 31 – 40 ปี
- ☐ 41- 50 ปี
- ☐ 51 ปี ขึ้นไป

3. การศึกษา

- ☐ มัธยมศึกษา
- ☐ ปวช. / ปวส. (โปรดระบุสาขา) _____
- ☐ ปริญญาตรี (โปรดระบุสาขา) _____
- ☐ ปริญญาโท (โปรดระบุสาขา) _____
- ☐ ปริญญาเอก (โปรดระบุสาขา) _____

4. รายได้

- ☐ ต่ำกว่า 10,000.00 บาท ต่อเดือน
- ☐ 10,001.00 – 20,000.00 บาท ต่อเดือน
- ☐ 20,001.00 – 30,000.00 บาท ต่อเดือน
- ☐ 30,001 – 40,000 บาท ต่อเดือน
- ☐ มากกว่า 40,001.00 บาท ต่อเดือน

5. สถานที่ทำงาน

- ☐ กรุงเทพฯ
- ☐ ปริมณฑล (โปรดระบุ) _____
- ☐ อื่นๆ (โปรดระบุ) _____

3. จำนวนครั้งของการขาด/ลา งานต่อเดือน

- ☐ ไม่เคยเลย
- ☐ 1 ครั้ง
- ☐ มากกว่า 1 ครั้ง

7. จำนวนครั้งในการลาออกจากงาน

- ☐ ไม่เคยเลย
- ☐ 1 ครั้ง
- ☐ มากกว่า 1 ครั้ง

8. ประสบการณ์การทำงาน

- ☐ 1-2 ปี
- ☐ 3-5 ปี
- ☐ 6-9 ปี
- ☐ 10 ปี ขึ้นไป
- ☐ อื่นๆ (โปรดระบุ) _____

9. ตำแหน่งงาน

- ☐ พนักงาน
- ☐ พนักงานระดับสูง
- ☐ ผู้บริหารระดับกลาง
- ☐ ผู้บริหารระดับสูง
- ☐ อื่นๆ (โปรดระบุ) _____

ส่วนที่ 2

1. กรุณาระบุเหตุผลที่คุณมักจะใช้เมื่อคุณขาด/ลา งานในแต่ละครั้ง

- ☐ ลาป่วย
- ☐ ลาพักร้อน
- ☐ ปฏิบัติงานที่ได้รับมอบหมายจากบริษัท

2. กรุณาระบุเหตุผลที่แท้จริง ที่คุณรู้สึก เมื่อคุณ ขาด/ลา งานในแต่ละครั้ง (สามารถตอบได้มากกว่า 1)

- ☐ ป่วย
- ☐ พักผ่อน
- ☐ ปฏิบัติงานที่ได้รับมอบหมายจากบริษัท
- ☐ ขี้เกียจ
- ☐ ไม่ชอบเจ้านาย
- ☐ ไม่ชอบเพื่อนร่วมงาน

- ☐ รู้สึกไม่ชอบงานที่ได้รับมอบหมาย
 - ☐ รู้สึกไม่ชอบนโยบายบริษัท
 - ☐ สมัครงานใหม่
 - ☐ ไม่เคยขาด/ลา
3. กรุณารายลำดับความสำคัญห้าอันดับแรกของปัจจัยที่มีผลต่อการขาด/ลาของคุณ(1 คือ สำคัญมากที่สุด, 5 คือ สำคัญน้อยที่สุด)
- ... หน้าที่ และ ความรับผิดชอบ
 - ... สถานที่
 - ... รายได้
 - ... ตำแหน่งงาน
 - ... องค์กร
 - ... ผู้บังคับบัญชา
 - ... นโยบายบริษัท
 - ... เพื่อนร่วมงาน
 - ... ญาติพี่น้อง หรือ เพื่อน
4. โดยส่วนใหญ่แล้ว คุณจะขาด/ลา งานเมื่อคุณจำเป็นจริงๆ
- ☐ ใช่
 - ☐ ไม่

ส่วนที่ 3

1. คุณต้องปรึกษาเพื่อนหรือญาติพี่น้อง ก่อนลาออกจากงานใช่หรือไม่?
 - ☐ ใช่
 - ☐ ไม่
2. ถ้าคุณมีโอกาสเลือกงานอีกครั้ง คุณจะเลือกงานนี้หรือไม่?
 - ☐ เลือก
 - ☐ ไม่เลือก
3. คุณต้องการเงินเดือนขึ้นกี่เปอร์เซ็นต์ สำหรับการเปลี่ยนงานครั้งต่อไป?
 - ☐ มากกว่า 10 %
 - ☐ 10 - 20 %
 - ☐ 21 % ขึ้นไป
 - ☐ อื่นๆ (โปรดระบุ) _____

4. กรุณาจัดลำดับความสำคัญห้าอันดับแรกของปัจจัยที่มีผลต่อการเปลี่ยนงานของคุณ (1 คือ สำคัญมากที่สุด, 5 คือ สำคัญน้อยที่สุด)
- ... หน้าที่ และ ความรับผิดชอบ
 - ... สถานที่
 - ... รายได้
 - ... ตำแหน่งงาน
 - ... องค์กร
 - ... ผู้บังคับบัญชา
 - ... นโยบายบริษัท
 - ... เพื่อนร่วมงาน
 - ... ญาติพี่น้อง หรือ เพื่อน

ส่วนที่ 4

กรุณาตอบคำถามโดยการให้คะแนน (1 = น้อยที่สุด, 2 = น้อย, 3 = ปานกลาง, 4 = มาก, 5 = มากที่สุด)

1. หน้าที่ และ ความรับผิดชอบ

คำถาม	1	2	3	4	5
1. คุณพอใจกับหน้าที่ และ ความรับผิดชอบปัจจุบัน					
2. คุณต้องการได้รับหน้าที่ และ ความรับผิดชอบในส่วนที่เป็นกลไกสำคัญของบริษัท					
3. คุณคิดว่าหน้าที่และความรับผิดชอบมีส่วนสำคัญ ที่ทำให้คุณได้รับการเลื่อนตำแหน่ง					
4. คุณคิดว่าหน้าที่และความรับผิดชอบมีส่วนสำคัญ ในการที่ทำให้คุณอยากมาทำงาน					
5. คุณจะ ขาด/ลา งาน หรือ ลาออกจากงาน ถ้าคุณถูกลดหน้าที่และความรับผิดชอบลง					

2. ตำแหน่งงาน

คำถาม	1	2	3	4	5
1. คุณพอใจกับตำแหน่งงานปัจจุบัน และ หน้าที่ความรับผิดชอบ					
2. คุณต้องการได้รับการเลื่อนตำแหน่ง					
3. คุณมีโอกาสที่จะได้เลื่อนตำแหน่ง					

4. คุณคิดว่าสมควรได้รับการเลื่อนตำแหน่ง					
5. คุณจะ ขาด/ลา งาน หรือ ลาออกจากงาน ถ้าไม่ได้เลื่อนตำแหน่ง					

3. รายได้

คำถาม	1	2	3	4	5
1. คุณพอใจกับรายได้ปัจจุบัน					
2. รายได้ของคุณเพียงพอต่อการดำรงชีวิต					
3. คุณจะขาด/ลา บ่อยครั้ง หรือ ลาออกจากงาน ถ้าไม่ได้ปรับเงินเดือน					
4. คุณรู้สึกอึดอัดที่ต้องพูดเรื่องเงินเดือนกับเพื่อน / ญาติ					
5. บริษัทต้อง ขึ้นเงินเดือน 10% ทุกปี					

4. ญาติพี่น้อง

คำถาม	1	2	3	4	5
1. คุณต้องปรึกษาญาติพี่น้อง เมื่อคุณรู้สึกไม่พอใจกับงานปัจจุบันของคุณ					
2. คุณจะ ไม่ขาด/ลา งานมากขึ้น หรือ ไม่ลาออก ถ้าญาติพี่น้องไม่เห็นด้วย					
3. ญาติพี่น้องของคุณมักจะพยายามหางานใหม่ให้คุณ					
4. คุณต้องการความเห็นจากญาติพี่น้อง เกี่ยวกับงานของคุณ					
5. คุณ ไม่มีความสุข ถ้าญาติพี่น้องไม่ชอบงานของคุณ					

5. องค์กร / บริษัท

คำถาม	1	2	3	4	5
1. คุณเลือกสมัครงานกับบริษัทข้ามชาติเท่านั้น					
2. เป็นสิ่งสำคัญสำหรับคุณ ที่จะเป็นส่วนหนึ่งของกลุ่มหรือบริษัท					
3. คุณรู้สึกไม่สบายใจ ที่ไม่ได้เป็นส่วนหนึ่งของกลุ่มหรือบริษัท					
4. คุณพยายามหลีกเลี่ยงความขัดแย้งภายในบริษัท					

5. ขนาดขององค์กร มีส่วนสำคัญในการเลือกตัดสินใจ เข้าทำงานสำหรับคุณ					
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6. ผู้บังคับบัญชา

คำถาม	1	2	3	4	5
1. คุณมักจะมีความคิดเห็นที่ขัดแย้งกับหัวหน้า					
2. คุณคิดว่าผู้บังคับบัญชามีส่วนสำคัญ ที่นำมาซึ่งประ สิทธิภาพ และ ประสิทธิภาพ ของงาน					
3. เป็นสิ่งสำคัญสำหรับคุณ ที่จะมีความสัมพันธ์อันดีกับ หัวหน้า					
4. คุณรู้สึกไม่อยากมาทำงานเมื่อคุณมีความคิดเห็นที่ขัด แย้งกับหัวหน้า					
5. คุณจะลาออก ถ้าคุณมีความคิดเห็นขัดแย้งกับหัวหน้า					

7. นโยบายบริษัท

คำถาม	1	2	3	4	5
1. เป็นสิ่งสำคัญสำหรับคุณ ที่บริษัทควรมีนโยบายตรง กับความต้องการของคุณ					
2. คุณคิดว่าคุณสามารถปรับตัวให้เข้ากับนโยบายบริษัท ได้เป็นอย่างดี					
3. คุณคิดว่านโยบายเกี่ยวกับงานบุคคลของบริษัทควรจะ ให้ประโยชน์แก่นักงานในองค์กร					
4. คุณ ไม่อยากมาทำงาน ถ้าคุณมีความคิดเห็นไม่ตรงกับ นโยบายบริษัท					
5. คุณจะลาออก ถ้าความคิดเห็นขัดแย้งกับนโยบาย บริษัท					

8. เพื่อนร่วมงาน

คำถาม	1	2	3	4	5
1. คุณคิดว่าเพื่อนร่วมงานมีส่วนสำคัญ ที่นำมาซึ่งประ สิทธิภาพ และ ประสิทธิภาพ ของงาน					

2. เป็นสิ่งสำคัญสำหรับคุณ ที่จะมีความสัมพันธ์อันดีกับเพื่อนร่วมงาน					
3. คุณมักจะมีความคิดเห็นที่ขัดแย้งกับเพื่อนร่วมงาน					
4. คุณ ไม่อยากไปทำงาน ถ้าคุณมีความคิดเห็นขัดแย้งกับเพื่อนร่วมงาน					
5. คุณจะลาออก ถ้าคุณมีความคิดเห็นขัดแย้งกับเพื่อนร่วมงาน					

9. สถานที่

คำถาม	1	2	3	4	5
1. คุณคำนึงถึงสถานที่ทำงานเป็นอันดับแรกก่อนสมัครงาน					
2. คุณจะรับงาน ถ้าต้องใช้เวลามากกว่า 1 ชั่วโมงในการเดินทาง					
3. คุณชอบงานที่ต้องเดินทางบ่อยๆ					
4. คุณชอบการทำงานในบริษัทมากกว่าออกข้างนอก					
5. คุณจะลาออก ถ้าบริษัทย้ายที่ทำการไปไกลขึ้น					
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