



## JOB RESIGNATION

by

Ms. Kittima Isaranuwatchai

A Final Report of the Three - Credit Course  
CE 6998 Project

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

July, 2000

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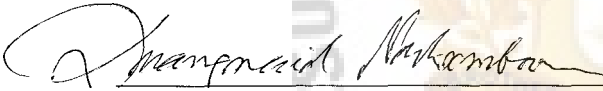
July 2000

Project Title	Job Resignation
Name	Ms. Kittima Isaranuwatchai
Project Advisor	Dr. Duangnaid Narksomboon
Academic Year	July 2000

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

Approval Committee:




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Duangnaid Narksomboon)  
Advisor




---

(Prof.Dr. Srisakdi Charmonman)  
Chairman



---

(Dr. Chamnong n irapanich)  
Dean and Co-advisor



---

(Asst.Prof.Dr. Boonmark Sirinaovakul)  
Member



---

(Dr. Prapon Phasukyud)  
Member

v<sup>1</sup>/<sub>1</sub> 1  
(Assoc.Prof. Somchai Thayafnyong)  
MUA Representative

July 2000



## ABSTRACT

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 resignation of the employees from private companies in Bangkok.
- (2) To use the result of the study as a guideline creating the motivation 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. There are 250 returned questionnaires from 300 distributed questionnaires. After getting the rough data, it is transformed to be numeric data and using SPSS P/C software to calculate. ANOVA is applied to represent the data and results. The findings are as follows:

- (1) There is a significant relationship at 0.05 level between salary and age, position and gender, colleagues and education, relative's opinion and age, relative's opinion and gender on job resignation.
- (2) There is no significant relationship at 0.05 level between salary and education, salary and income, position and age, position and education, position and gender, colleagues and age, colleagues and income, location and income on job resignation.

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# **I. INTRODUCTION**

## **1.1 Introduction / Background of the Study**

In July 1997 when the Thai government announced to devalue Thai Baht that led to Thailand economic crisis, business sectors had to stop or slow down the investment that caused employee reduction or employee lay-off. Many people lost jobs and companies still did not need to recruit new staff. On the other hand, the people who have a job are still looking for a new opportunity to get higher salary and position. That means they applied for new jobs. Some of them decided to resign from the current position to find a new job even though they knew that the economy was still bad and it was difficult to find a new job. In fact, job is a factor that can identify the value of the people and most of people need to have a job.

When people decide to look for a new job it means that there is something happening to that person. Maybe they are feeling unhappy with the job, colleagues, the boss or the organization. If the company cannot find the main reason for resignation, the company will lose the opportunity to keep good employees to work longer. When the employees resign from the organization, the company has to recruit new staffs and it has to spend more time and cost in recruiting, selection, training and evaluating. The company is able to recruit new staff by using internal and external sources. To survive in the business world, it is necessary to keep good employees to work with the company longer and longer. The company needs to study the employees' needs and problems and also try to help the employees satisfy their needs. When they can satisfy their needs, they will perform better job and also would like to stay with the company.

## 1.2 Importance of the Study

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 the reason. Then, what are those reasons? It may be salary increase, or conflicts in the organization. The result after the resignation could be the company's loss of the 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 job resignation and provide suggestion to prevent the 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 Objective of the Study**

- (1) To find the main reason for resignation of the employees from private companies in Bangkok.
- (2) To use the result of the study as a guideline creating the motivation factors that lead to longer time of working.

### **1.4 Hypothesis**

There are 12 hypothesis in this study as follows:

- H1 There is a significant relationship between salary and age on job resignation.
- H2 There is a significant relationship between salary and education on job resignation.
- H3 There is a significant relationship between salary and income on job resignation.
- H4 There is a significant relationship between position and age on job resignation.
- H5 There is a significant relationship between position and education on job resignation.
- H6 There is a significant relationship between position and gender on job resignation.
- H7 There is a significant relationship between colleagues and education on job resignation.
- H8 There is a significant relationship between colleagues and age on job resignation.
- H9 There is a significant relationship between colleagues and income on job resignation.

H10 There is a significant relationship between relative's opinion and age on job resignation.

H11 There is a significant relationship between relative's opinion and gender on job resignation.

H12 There are significant relationship between location and income on job resignation.

### **1.5 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 of questionnaires is close-ended.

#### **(2) Sampling Method**

- (a) The researcher collects samples from the employees who work with private sectors in business area in Bangkok (such as Silom, Sathorn, Rama 4 and Sukhumvit).
- (b) plans to collect 300 samples.
- (c) uses random sampling.

#### **(3) Data Analysis**

- (a) SPSS / PC software program will be statistic interpretation for data analysis.
- (b) ANOVA will be presented.



## **1.6 Limitation**

The researcher collects the information based on the following:

- (1) Employee: working in Bangkok with private sectors.
- (2) Education: from Diploma to Master's degree in any field.
- (3) Age: from 21 years to 50 years.

## **1.7 Definition of Terms**

- (1) Job Resignation: To quit from the job by employees themselves.
- (2) Employees: The people who are employed by private sector in Bangkok.
- (3) Organization: The private company is in the business area in Bangkok.
- (4) Private Sector: The company which is owned by businessmen, not the government.
- (5) Lay Off: Put the employees out of work and company has to pay severance pay for the employee.
- (6) Recruitment: To hire the employee for the available position 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 behavior 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 organization including:

- (1) Accession: to employ new employees or reemploy the old employees to work in the organization.
- (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.

**Dissatisfaction:**

Wages — amount  
Wages — equity  
Benefits  
Hours or shift  
Working conditions  
Supervision — technical  
Supervision — personnel  
Coworkers  
Job security  
Job meaningfulness  
Use of skills and abilities  
Career opportunities  
Policies and rules  
Others: \_\_\_\_\_

**Alternatives:**

Returning to school  
Military service  
Government service  
Starting own business  
Similar job: same industry  
Similar job: other industry  
Different job: other industry  
Voluntary early retirement  
Voluntary transfer to subsidiary  
New position  
Organization  
Position  
Location  
Earnings

**Living Conditions:**

Housing  
Transportation  
Child care  
Health care facilities  
Leisure activities  
Physical environment  
Social environment  
Education opportunities

**Organization Initiated:**

Resignation in lieu of dismissal  
Violation of rules, policy  
Unsatisfactory probation period  
Attendance  
Performance  
Layoff  
Layoff: downgrade refused  
End of temporary employment

**Personal:**

Spouse transferred  
To be married  
Illness or death in family  
Personal illness  
Personal injury  
Pregnancy

**Others:**

Transfer to:  
Leave of absence from:  
On loan to:  
Retirement  
Death

Source: William H. Mobley. Employee Turnover: Causes, Consequences, and Control.

## 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:

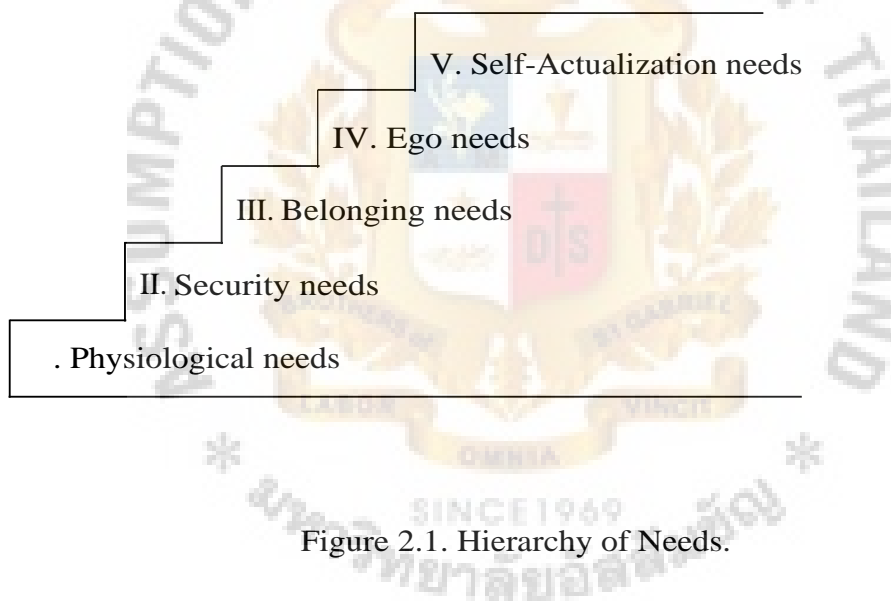


Figure 2.1. Hierarchy of Needs.

- (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 socialization 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 recognized 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 — actualization needs: this is the highest level need of human being. Human has a need to do something that can fulfill 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 organization, 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 organization.

#### (1) The effects to the organization

##### (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 organization 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 organization.
- (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 organization is necessary for economic development and higher salary can increase GDP.
- (2) When people resign from a job that create 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 concern with work itself only. Most people will change jobs because of family situation, region, culture, health condition and society value.



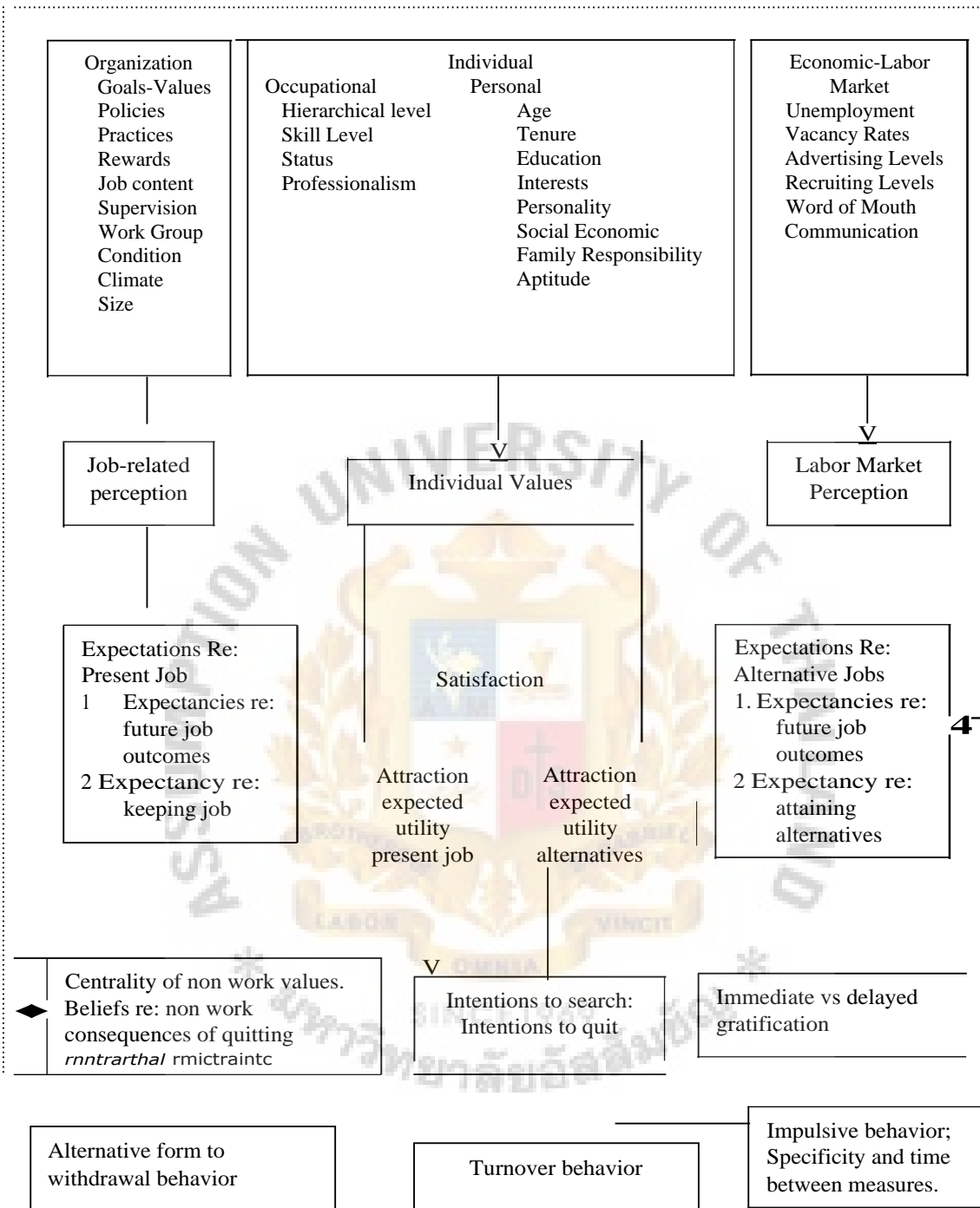


Figure 2.2. Mobley's Intermediate Linkages Model.

Source: Mobley, W, R. Griffeth, H. Hand, and B. Meglino. A Review and Conceptual Analysis of the Employee Turnover Process, 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><b>Individual</b></p> <ul style="list-style-type: none"> <li>• Accept responsibility for your own career.</li> <li>• Assess your interests, skills and values.</li> <li>• Seek out career information and resources.</li> <li>• Establish goals and career plans.</li> <li>• Utilize development opportunities</li> <li>• Talk with your manager about your career.</li> <li>• Follow through on realistic career plans.</li> </ul>
<p><b>Manager</b></p> <ul style="list-style-type: none"> <li>• Provide timely performance feedback.</li> <li>• Provide developmental assignments and support.</li> <li>• Participate in career development discussion.</li> <li>• Support employee development plans.</li> </ul>
<p><b>Organization</b></p> <ul style="list-style-type: none"> <li>• Communicate mission, policies, and procedures.</li> <li>• Provide training and development opportunities.</li> <li>• Provide career information and career programs.</li> <li>• Offer a variety of career options..</li> </ul>

Source: Otte, Fred L. and Peggy G. Hutcheson. Helping Employees Manage Careers. Englewood Cliffs, NJ: Prentice Hall, 1992: 56.



## **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.

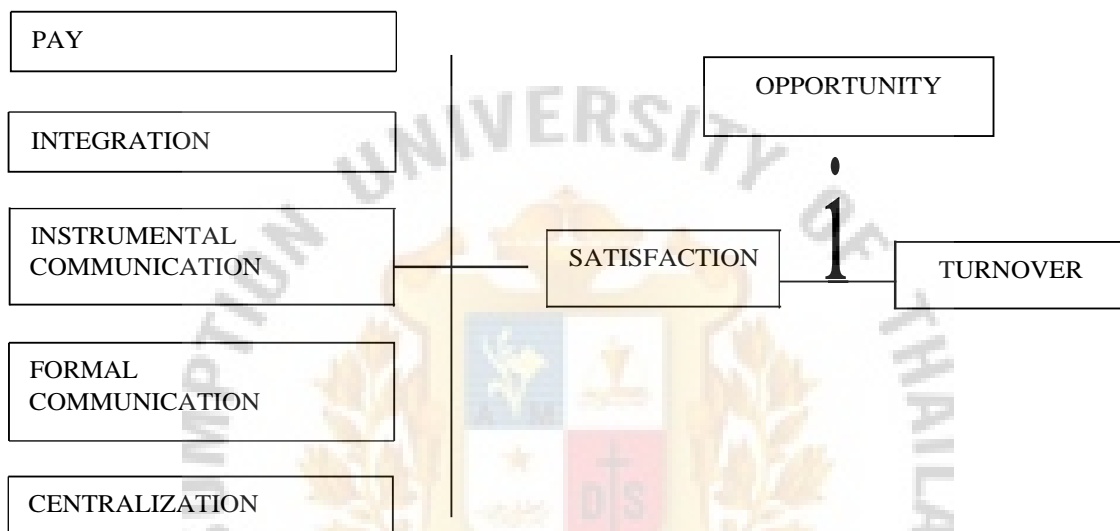


Figure 2.3. Price's Model of Turnover Determinants and Intervening (Mobley 1982).

## **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.

### **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 business areas in Bangkok based on the below criteria:

- (1) The employees working in Bangkok.
- (2) The employees are employed by private sectors.
- (3) The employees whose education level varies from a diploma to a Ph.D.
- (4) The employees between 21 and 50 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-end 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 form 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. The third part is the question divided into 5 factors that are salary, position, location, relatives opinion and

organization. This part is used for data collection about attitudes toward job resignation. The researcher uses this part to study the relationship of factors which lead to job resignation. The guidelines for longer employment will be developed and summarized from Part Two and Three.

The researcher distributes 300 questionnaires by hand to the private sector employees in business areas in Bangkok. The completed questionnaires are returned to the researcher within 15 days.

### 3.4 Data Analysis

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. ANOVA is used to represent the results.

### 3.5 Procedure in the Study

- (1) The researcher decides to select 5 factors to study. They are position, salary, relatives' opinion, organization and location. The factors are selected referring to Moslow Theory, Herberg Theory, Mobley Study and the researcher's experience.
- (2) Close-ended questionnaire is selected to use in this study because the researcher needs to control the answer or the results but the researcher also gives the opportunity to the sample to express their comments. 300 questionnaires are distributed by hand to the private sector employees in business areas in Bangkok. There is no bias for questionnaire distribution because the researcher uses random sampling. The researcher collects the questionnaire back by hand within 2 months after distribution. The researcher gets 250 returned questionnaires.



(<sup>3</sup>) 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 percentage to find the relationship. ANOVA is used to present the results and answer hypothesis.



## IV. ANALYSIS AND PRESENTATION OF THE FINDINGS

### 4.1 Analysis

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

- (1) Most of the respondents are female (73.2%). See Figure 4.1.

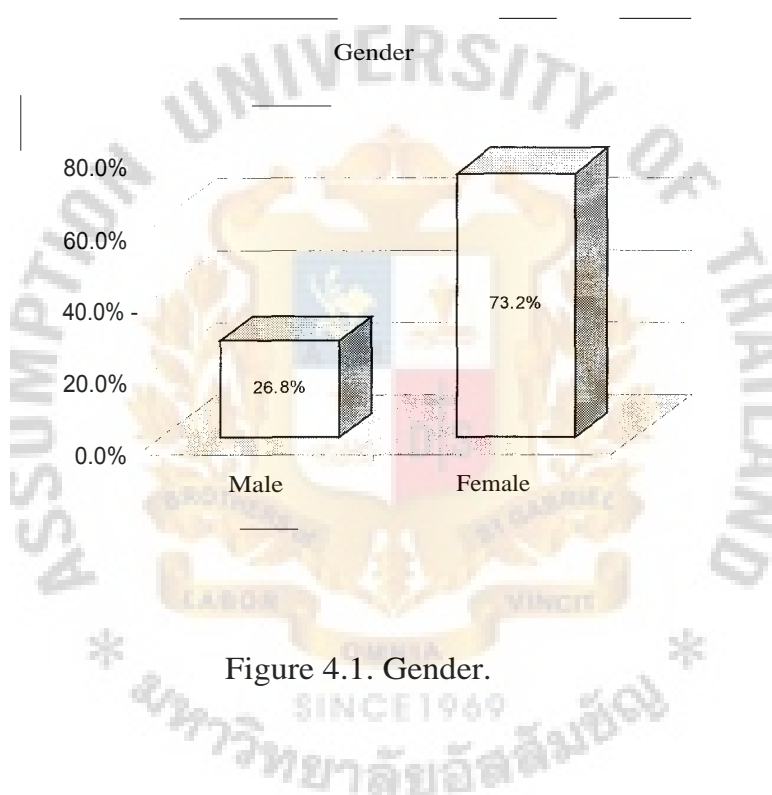


Figure 4.1. Gender.

(2) Most of the respondents are between 21 — 30 years old (72%). See Figure 4.2.

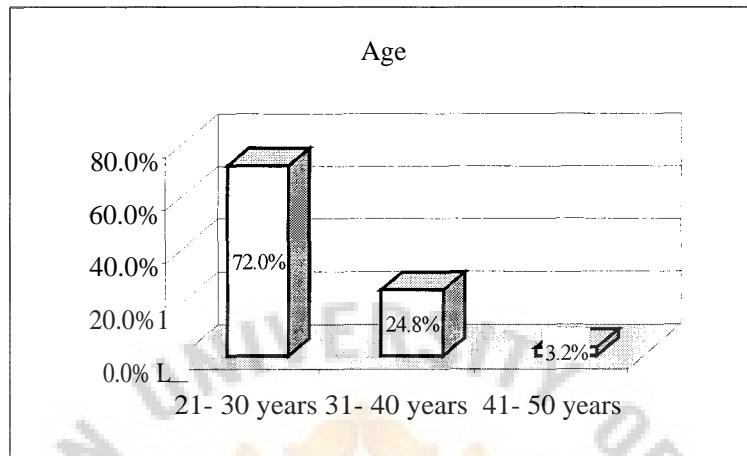


Figure 4.2. Age.

(3) Most of the respondents have a bachelor degree (73.6%). See Figure 4.3.

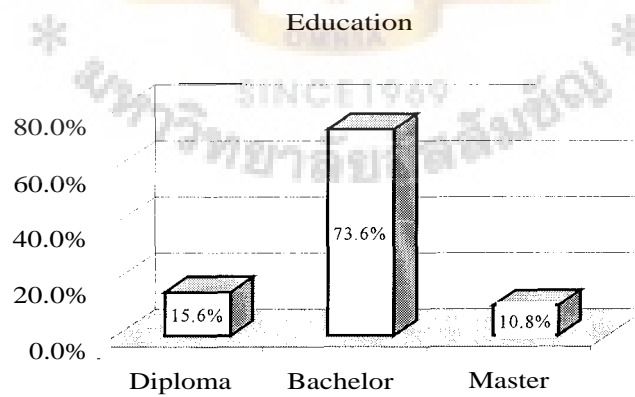


Figure 4.3. Education.

(4) Most of the respondents have between 15,001 — 30,000 Baht per month income (48.4%). See Figure 4.4.

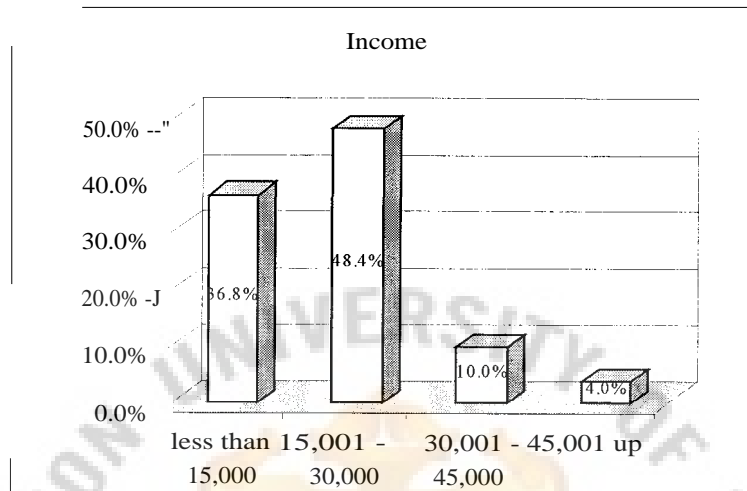


Figure 4.4. Income.

(5) Most of the respondents work in business areas in Bangkok (89.6%). See Figure 4.5.

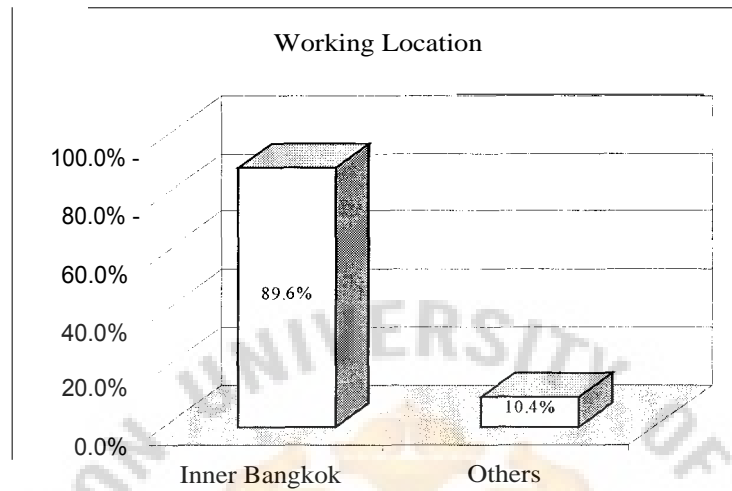


Figure 4.5. Work Location.

(6) Most of the respondents resign from a job more than 1 time (48.4%). See

Figure 4.6.

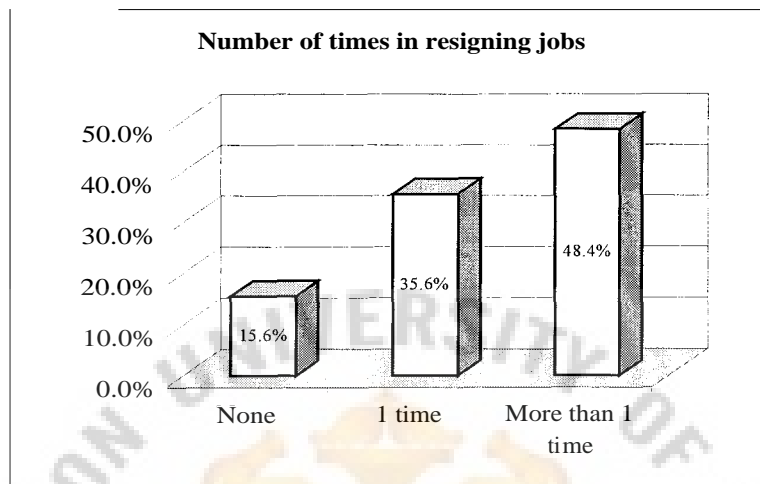


Figure 4.6. No. of Times in Resigning Jobs.

(7) Most of the respondents have 3 — 5 years work experience (44%). See

Figure 4.7.

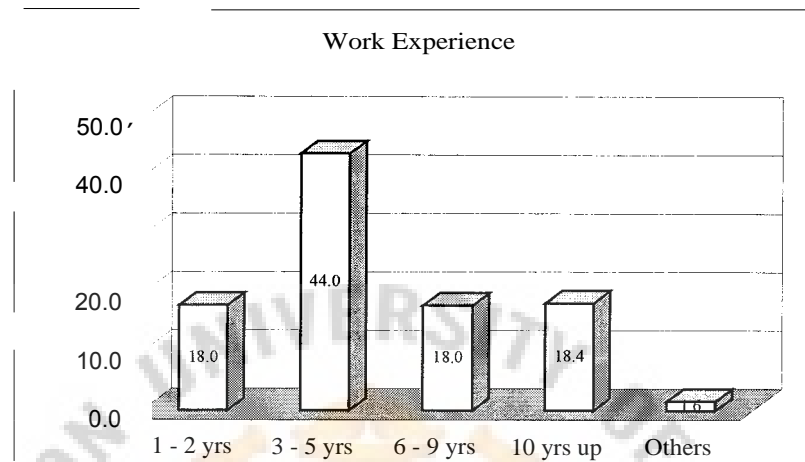


Figure 4.7. Work Experience.

(8) Most of the respondents are employed as officers (75.6%). See Figure 4.8.

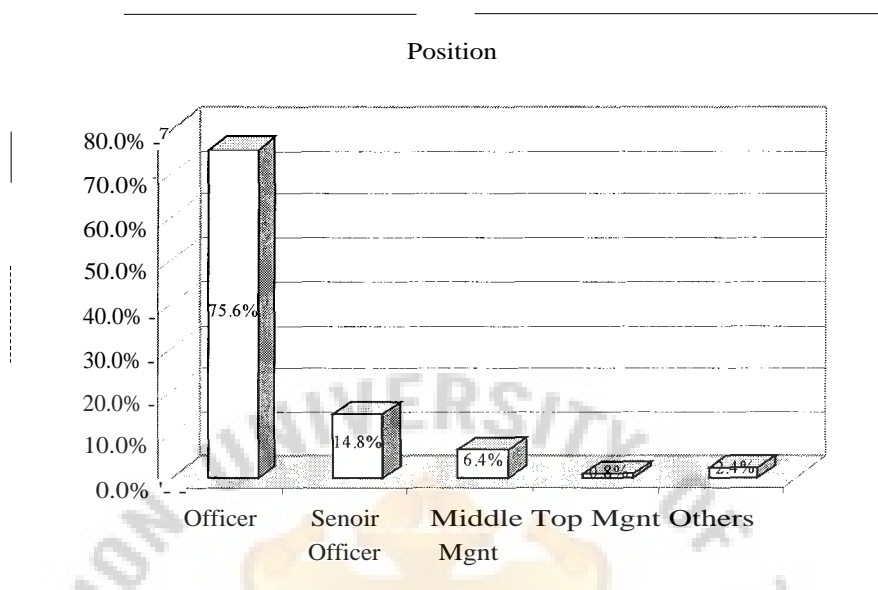


Figure 4.8. Position.

In conclusion, most of the respondents are female aged between 21 — 30 years old. They have a bachelor degree, and earn between 15,001 — 30,000 Baht per month with 3-5 years of work experience. They are employed as officers, working in business areas in Bangkok and have resigned from their jobs more than one time in their career.

The questionnaire Part 2 results are shown in Appendix A.



## 4.2 Presentation of the Findings

There are 12 hypothesis in this study. Descriptive statistics is applied to analyze the data. ANOVA is used to represent data and results. The findings of the study are presented as follows:

### Hypothesis 1:

There is a significant relationship between salary and age on job resignation.

Table 4.1. Description of the Significant Relationship between Salary and Age on Job Resignation.

Age	N	Mean	Std Deviation
21 — 30 years	179	11.95	1.96
31 — 40 years	62	11.84	2.367
41 years up	8	9.50	2.20
Total	249	11.84	2.11

Table 4.2. ANOVA of the Significant Relationship between Salary and Age on Job Resignation.

	Sum of Squares	df	Mean Square	F	Sig.
Between groups	45.954	2	22.978	5.328	.005
Within groups	1060.94	246	4.313		
Total	1106.89	248			

From Table 4.1 most of the respondents are between 21 — 30 years old. This group considers salary more than others (mean = 11.95, standard deviation =1.96). Table 4.2 shows F value 5.328, significant level at 0.005. As the result, there is a significant relationship between salary and age on job resignation. The hypothesis is accepted.

Hypothesis 2:

There is a significant relationship between salary and education on job resignation.

Table: 4.3 Description of the Significant Relationship between Salary and Education on Job Resignation.

Education	N	Mean	Std Deviation
Diploma degree	39	11.92	2.25
Bachelor degree	184	11.18	2.04
Master degree and up	26	12.42	2.37
Total	249	11.84	2.11

Table 4.4. ANOVA of the Significant Relationship between Salary and Education on Job Resignation.

	Sum of Squares	df	Mean Square	F	Sig.
Between groups	10.782	2	5.391	1.210	.300
Within groups	1096.11	246	4.456		
Total	1106.89	248			

From Table 4.3, it is noted that most of the respondents have a bachelor degree. The mean of a master degree is 12.42 and standard deviation is 2.37 while bachelor degree has a mean of 11.18 but standard deviation is 2.04. Table 4.4 shows the relationship between salary and education on job resignation at F value 1.21 and the significant level 0.30. Therefore there is no significant relationship between salary and education on job resignation. The hypothesis is not accepted.

### Hypothesis 3:

There is a significant relationship between salary and income on job resignation.

Table 4.5. Description of the Significant Relationship between Salary and Income on Job Resignation.

Income	N	Mean	Std Deviation
Less than 15,000 / month	91	11.82	1.86
15,001 — 30,000 / month	121	11.84	2.00
30,001 / month & up	35	12.00	2.96
Total	247	11.86	2.11

Table 4.6. ANOVA of the Significant Relationship between Salary and Income on Job Resignation.

	Sum of Squares	df	Mean Square	F	Sig.
Between groups	0.837	2	.419	.094	.911
Within groups	1091.20	244	4.472		
Total	1092.04	246			

From Table 4.5, most of the respondents have between 15,001 — 30,000 Baht income per month. The mean of the income is between 30,001 & up is 12.00 and standard deviation is 2.96 which is between 15,001 — 30,000 Baht per month. The mean is 11.84 but standard deviation is 2.00. Table 4.6 shows the relationship at F value 0.094 and the significant level 0.911. Therefore there is no significant relationship between salary and income on job resignation. The hypothesis is not accepted.

Hypothesis 4:

There is a significant relationship between position and age on job resignation.

Table 4.7. Description of the Significant Relationship between Position and Age on Job Resignation.

Age	N	Mean	Std Deviation
21 — 30 years	176	12.61	1.94
31 — 40 years	62	12.40	2.43
41 years up	7	11.57	2.44
Total	245	12.53	2.09

Table 4.8. ANOVA of the Significant Relationship between Salary and Age on Job Resignation.

	Sum of Squares	df	Mean Square	F	Sig.
Between groups	8.659	2	4.330	.994	.372
Within groups	1054.36	242	4.357		
Total	1063.02	244			

From Table 4.7, most of the respondents are between 21 — 30 years old. The mean of this group is 12.61 and standard deviation is 1.94. Table 4.8 shows the relationship between salary and age on job resignation at F value 0.994 and the significant level 0.372. Therefore there is no significant relationship between salary and age on job resignation. The hypothesis is not accepted.

Hypothesis 5:

There is a significant relationship between position and education on job resignation.

Table 4.9. Description of the Significant Relationship between Position and Education on Job Resignation.

Education	N	Mean	Std Deviation
Diploma degree	38	12.18	2.17
Bachelor degree	182	12.55	1.99
Master degree and up	25	12.88	2.62
Total	245	12.53	2.09

Table 4.10. ANOVA of the Significant Relationship between Position and Education on Job Resignation.

	Sum of Squares	df	Mean Square	F	Sig.
Between groups	7.719	2	3.860	.885	.414
Within groups	1055.30	242	4.361		
Total	1063.02	244			

From Table 4.9 most of the respondents have a bachelor degree. The mean of master degree is 12.88 and standard deviation is 2.62 while bachelor degree has a mean of 12.55 but standard deviation is 1.99. Table 4.10 shows the relationship between position and education on job resignation at F value 0.884 and the significant level 0.414. Therefore there is no significant relationship between position and education on job resignation. The hypothesis is not accepted.

Hypothesis 6:

There is a significant relationship between position and gender on job resignation.

Table 4.11. Description of the Significant Relationship between Position and Gender on Job Resignation.

Gender	N	Mean	Std Deviation
Male	65	12.98	2.1028
Female	180	12.37	2.0630
Total	245	12.53	2.0873

Table 4.12. ANOVA of the Significant Relationship between Position and Gender on Job Resignation.

	Sum of Squares	df	Mean Square	F	Sig.
Between groups	18.236	2	18.236	4.241	0.014
Within groups	1044.78	243	4.300		
Total	1063.02	245			

From Table 4.11, most of the respondents are female. This group pay more attention to positions more than other groups when they need to resign from the job (mean 12.37, standard deviation 2.06). Table 4.12 shows the relationship between position and gender on job resignation at F value 4.241, significant level at 0.014. As the result, there is a significant relationship between position and gender on job resignation. The hypothesis is accepted.

Hypothesis 7:

There is a significant relationship between colleagues and education on job resignation.

Table 4.13. Description of the Significant Relationship between Colleagues and Education on Job Resignation.

Education	N	Mean	Std Deviation
Diploma degree	38	16.13	3.27
Bachelor degree	181	17.36	2.77
Master degree and up	26	16.69	2.91
Total	245	17.09	2.89

Table 4.14. ANOVA of the Significant Relationship between Colleagues and Education on Job Resignation.

	Sum of Squares	df	Mean Square	F	Sig.
Between groups	52.111	2	26.055	3.172	.044
Within groups	1987.54	242	8.213		
Total	2039.65	244			

From Table 4.13, most of the respondents have a bachelor degree. This group is more concerned about colleagues than other groups when they need to resign from the job (mean 17.36, standard deviation 2.77). Table 4.14 shows the relationship between colleagues and education on job resignation at F value 3.172, significant level at 0.044. As a result, there is a significant relationship between colleagues and education on job resignation. The hypothesis is accepted.

Hypothesis 8:

There is a significant relationship between colleagues and age on job resignation.

Table 4.15. Description of the Significant Relationship between Colleagues and Age on Job Resignation.

Age	N	Mean	Std Deviation
21 — 30 years	178	17.24	2.65
31 — 40 years	60	16.68	3.50
41 years up	7	17.00	3.27
Total	245	17.09	2.89

Table 4.16. ANOVA of the Significant Relationship between Colleagues and Age on Job Resignation.

	Sum of Squares	Df	Mean Square	F	Sig.
Between groups	14.053	2	7.027	.839	.433
Within groups	2025.59	242	8.370		
Total	2039.65	244			

From Table 4.15, most of the respondents are between 21 — 30 years old. The mean of this group is 17.24 and standard deviation is 2.65. Table 4.16 shows the relationship between colleagues and age on job resignation at F value 0.839 and the significant level 0.433. Therefore there is no significant relationship between colleagues and age on job resignation. The hypothesis is not accepted.



Hypothesis 9:

There is a significant relationship between colleagues and income on job resignation.

Table 4.17. Description of the Significant Relationship between Colleagues and Income on Job Resignation.

Income	N	Mean	Std Deviation
Less than 15,000 / month	89	16.97	2.85
15,001 — 30,000 / month	120	17.35	2.68
30,001 / month & up	34	16.56	3.70
Total	243	17.09	2.90

Table 4.18. ANOVA of the Significant Relationship between Colleagues and Income on Job Resignation.

	Sum of Squares	df	Mean Square	F	Sig.
Between groups	19.048	2	9.524	1.132	.324
Within groups	2018.58	240	8.411		
Total	2037.63	242			

From Table 4.17, most of the respondents have between 15,001 — 30,000 Baht income per month. The mean of this group is 17.35 and standard deviation is 2.68. Table 4.18 shows the relationship between colleagues and income on job resignation at F value 1.132 and the significant level 0.324. Therefore there is no significant relationship between colleagues and income on job resignation. The hypothesis is not accepted.

Hypothesis 10:

There is a significant relationship between relative's opinion and age on job resignation.

Table 4.19. Description of the Significant Relationship between Relative's Opinion and Age on Job Resignation.

Age	N	Mean	Std Deviation
21 — 30 years	178	10.19	3.32
31 — 40 years	62	8.95	3.71
41 years up	8	7.25	3.11
Total	248	9.19	3.47

Table 4.20. ANOVA of the Significant Relationship between Relative's Opinion and Age on Job Resignation.

	Sum of Squares	df	Mean Square	F	Sig.
Between groups	123.813	2	61.906	5.318	.005
Within groups	2851.86	245	11.640		
Total	2975.67	247			

From Table 4.19, most of the respondents are between 21 — 30 years old. This group is more concerned about colleagues than other groups when they need to resign from the jobs (mean 10.19, standard deviation 3.32). Table 4.20 shows the relationship between relative's opinion and age on job resignation at F value 5.318, significant level at 0.005. As the result, there is a significant relationship between relative's opinion and age on job resignation. The hypothesis is accepted.

Hypothesis 11:

There is a significant relationship between relative's opinion and gender on job resignation.

Table 4.21. Description of the Significant Relationship between Relative's Opinion and Gender on Job Resignation.

Gender	N	Mean	Std Deviation
Male	67	9.04	3.85
Female	181	10.06	3.29
Total	248	9.79	3.47

Table 4.22. ANOVA of the Significant Relationship between Relative's Opinion and Gender on Job Resignation.

	Sum of Squares	df	Mean Square	F	Sig.
Between groups	50.476	1	50.476	4.245	0.040
Within groups	2925.19	246	11.891		
Total	2975.67	247			

From Table 4.21, most of the respondents are female. This group take relative's opinion more than other groups do when they need to resign from the job (mean 10.06, standard deviation 3.29). Table 4.21 shows the relationship between relative's opinion and gender on job resignation at F value 4.245, significant level at 0.040. As the result, there is a significant relationship between relative's opinion and gender on job resignation. The hypothesis is accepted.

Hypothesis 12:

There is a significant relationship between work location and income on job resignation.

Table 4.23. Description of the Significant Relationship between Working Location and Income on Job Resignation.

Income	N	Mean	Std Deviation
Less than 15,000 / month	91	6.12	1.49
15,001 — 30,000 / month	121	5.85	1.41
30,001 / month & up	35	5.80	1.55
Total	247	5.94	1.46

Table 4.24. ANOVA of the Significant Relationship between Working Location and Income on Job Resignation.

	Sum of Squares	df	Mean Square	F	Sig.
Between groups	4.614	2	2.307	1.085	.339
Within groups	518.89	244	2.125		
Total	523.20	246			

From Table 4.23, most of the respondents have between 15,001 — 30,000 Baht income per month. The mean of income is less than 15,000 Baht at 6.12 mean and standard deviation is 1.49. The income is between 15,001 — 30,000 Baht. The mean is 5.85 but standard deviation is 1.40. Table 4.24 shows the relationship at F value 1.085 and the significant level 0.339. Therefore there is no significant relationship between work location and income on job resignation. The hypothesis is not accepted.

## 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 for resignation of the employees from private companies in Bangkok.
- (b) The second purpose is to use the result of the study as a guideline creating the motivation factors that lead to 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 questionnaire 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. The questionnaires are distributed by hand in the period between February and March 2000. A total number of 250 completed questionnaires are returned.

#### (4) Summary of the Findings

- (a) There is a significant relationship at the 0.05 level between salary and age on job resignation.
- (b) There is no significant relationship at the 0.05 level between salary and education on job resignation.
- (c) There is no significant relationship at the 0.05 level between salary and income on job resignation.

- (d) There is no significant relationship at the 0.05 level between position and age on job resignation.
- (e) There is no significant relationship at the 0.05 level between position and education on job resignation.
- (f) There is a significant relationship at the 0.05 level between position and gender on job resignation.
- (g) There is a significant relationship at the 0.05 level between colleagues and education on job resignation.
- (h) There is no significant relationship at the 0.05 level between colleagues and age on job resignation.
- (i) There is no significant relationship at the 0.05 level between colleagues and income on job resignation.
- (j) There is a significant relationship at the 0.05 level between relative's opinion and age on job resignation.
- (k) There is a significant relationship at the 0.05 level between relative's opinion and gender.
- (l) There is no significant relationship at the 0.05 level between location and income on job resignation.

In conclusion, the employees between 21 — 30 years old are concerned with salary and relative's opinion when they resign from their jobs. Female employees' decision to resign from jobs is related to their relatives' opinion while male employees' decision on positions. And graduate employees' resignation from jobs is due to their relationship with their colleagues.

## 5.2 Recommendations

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

- (1) A total number of 242 of 250 are most concerned with salary and benefits. From the study, the sample group needs 10 — 20% salary increase per year.
- (2) 54.4% of the sample employees consult with their relatives before resigning from the jobs. Female employees (61.54% of whole sample) need their relatives' advice while 36.36% of male employees need advice from relatives. Referring 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 origination, 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 but there are family conditions that make them unable 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) Eventhough there is no significant relationship between location and job resignation, the researcher would like to suggest that both the company and individuals consider location for employment process because the traffic in Bangkok is still bad and it can affect the employee's ability.

(4) This study is conducted during the economic crisis in Thailand (1999 — 2000). The results may be different from the other studies conducted in different periods.







## 1. Consulting with Relatives

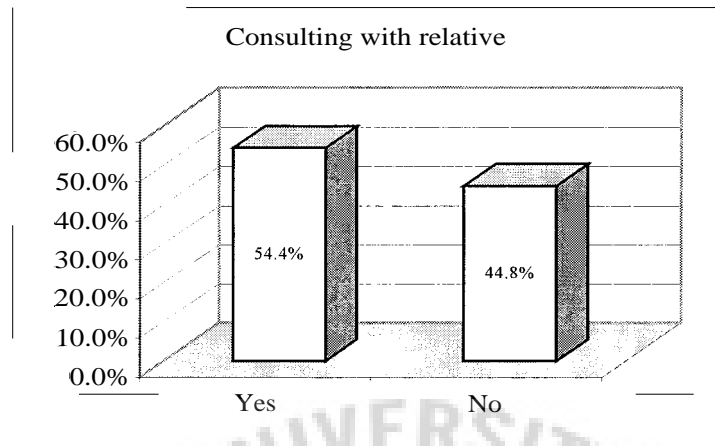


Figure A.1. Consulting with Relatives.

From the sample, there are 54.4% of the employees who have to consult with relatives before resignation but 44.8% do not.

## 2. Priority of Job Resignation

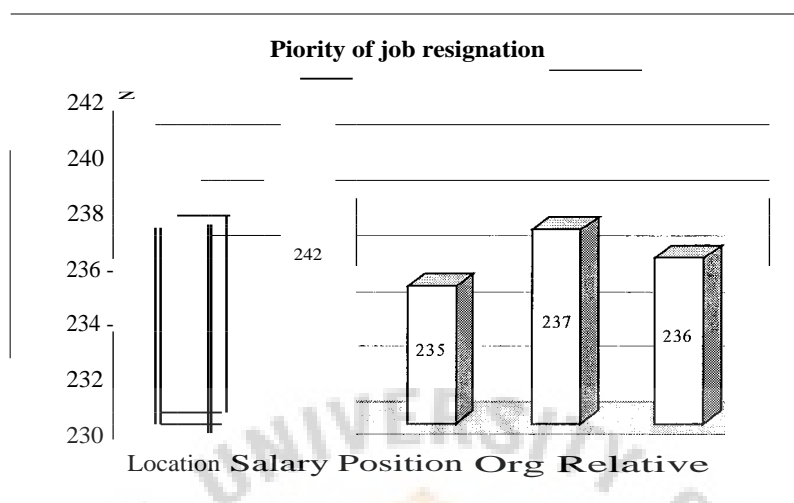


Figure A.2. Priority of Job Resignation.

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

- (a) Location - 237 cases
- (b) Salary - 242 cases
- (c) Position - 235 cases
- (d) Organization - 237 cases
- (e) Others - 236 cases

### 3. Will You Choose This Job Again?

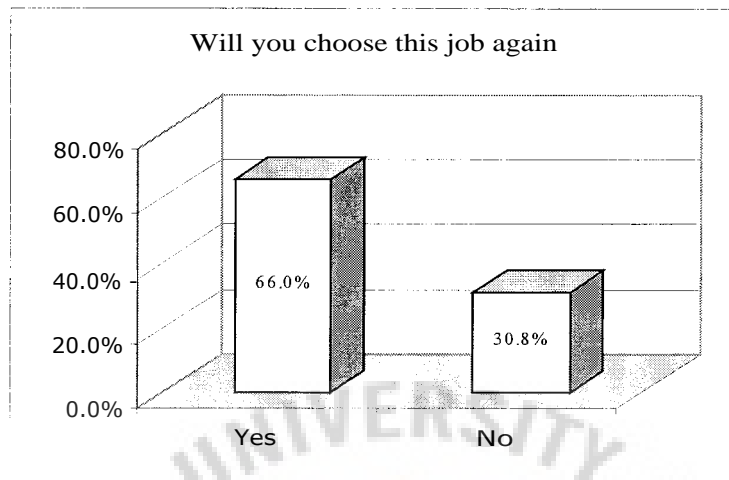


Figure A.3. Will You Choose This Job Again?

From the sample, there are 66.0% of the employees who will choose the same job again but 30.8% will not.

#### 4. Percentage of Salary Increase

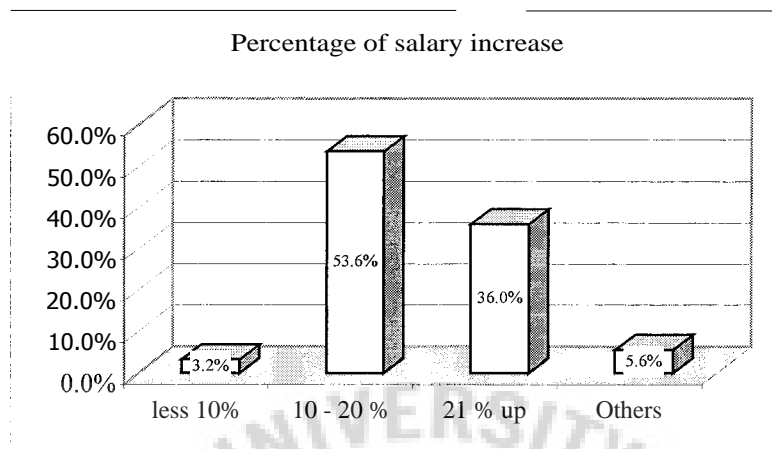


Figure A.4. Percentage of Salary Increase.

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

- (a) Less than 10% - 3.2 %
- (b) 10 — 20% - 53.6%
- (c) 21% up - 36.0%
- (d) Others - 5.6%



## 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 job resignation for private sector employees in Bangkok. The result can help us to motivate the employees and build sense of belonging and loyalty.

Thank you for your cooperation.

---

### Part 1: Personal Data

#### 1. Gender

- ☐ Male
- ☐ Female

#### 2. Age

- ☐ 21 — 30 years
- ☐ 31 — 40 years
- ☐ 41-50 years
- ☐ 51 years old and up

#### 3. Education

- ☐ Diploma (please specify) \_\_\_\_\_
- ☐ Bachelor's degree (please specify) \_\_\_\_\_
- ☐ Master's degree (please specify) \_\_\_\_\_
- ☐ Ph.D. (please specify) \_\_\_\_\_

#### 4. Income

- ☐ Less than 15,000.00 Thai Baht per month
- ☐ 15,001.00 — 30,000.00 Thai Baht per month
- ☐ 30,001.00 — 45,000.00 Thai Baht per month
- ☐ more than 45,000.00 Thai Baht per month

#### 5. Work Location

- ☐ Business areas in Bangkok (Silom, Sathorn, Sukhumvit and Rama IV)
- ☐ Others (please specify) \_\_\_\_\_

6. Number of times in resigning jobs

- ☐ None
- ☐ 1 time
- ☐ More than 1 time

7. Work experience

- ☐ 1 — 2 years
- ☐ 3 — 5 years
- ☐ 6 — 9 years
- ☐ 10 years up
- ☐ Other (please specify) \_\_\_\_\_

8. Position

- ☐ Officer
  - ☐ Senior Officer
  - ☐ Middle Management
  - ☐ Top Management
  - ☐ Other (please specify) \_\_\_\_\_
- 

Part 2

1. Do you have to consult with your friends or family when you need to resign?

- ☐ Yes (please specify) \_\_\_\_\_
- ☐ No.

2. Please indicate the priority factor for finding a job. (1 being less important, 4 being most important)

- ☐ Location
- ☐ Salary and benefits
- ☐ Higher Position
- ☐ Organization
- ☐ Relatives

3. If you have the opportunity to choose your job, do you choose this job again?

- ☐ Yes
- ☐ No



4. 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) \_\_\_\_\_

### Part 3

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

#### 1. 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 resign from the company if you were not promoted.					

#### 2. 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 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.					

### 3. Relatives

Questions	1	2	3	4	5
1. You have to consult with parents or relatives when you need to resign from the job.					
2. You will not 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.					

### 4. 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. You always have the different ideas from your boss or colleagues.					
6. You will resign from the company if you have any conflict with your boss or colleagues.					
7. It is important to you to have a good relationship with your boss or your colleagues.					

### 5. 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.					

## แบบสอบถาม

แบบสอบถามชุดนี้ออกแบบโดยนักศึกษาศรีวิภา โทสาขาการจัดการด้านคอมพิวเตอร์และวิศวกรรม มหาวิทยาลัยอัสสัมชัญ เพื่อใช้เป็นส่วนหนึ่งใน Graduate Project ผู้วิจัยต้องการที่จะศึกษาปัจจัยที่ส่งผลต่อการลาออกจากการงานของพนักงานบริษัทเอกชนในเขตกรุงเทพมหานคร ผลจากการศึกษาสามารถนำมาใช้เพื่อการสร้างแรงกระตุ้นต่อพนักงานได้

ขอขอบคุณทุกท่านที่ให้ความร่วมมือในการตอบแบบสอบถาม

### ส่วนที่ 1 : ข้อมูลส่วนตัว

1. เพศ
  - ☐ หญิง
  - ☐ ชาย
2. อายุ
  - ☐ 21 – 30 ปี
  - ☐ 31 – 40 ปี
  - ☐ 41- 50 ปี
  - ☐ 51 ปี ขึ้นไป
3. การศึกษา
  - ☐ ปวช. / ปวส. (โปรดระบุสาขา) \_\_\_\_\_
  - ☐ ปริญญาตรี (โปรดระบุสาขา) \_\_\_\_\_
  - ☐ ปริญญาโท (โปรดระบุสาขา) \_\_\_\_\_
  - ☐ ปริญญาเอก (โปรดระบุสาขา) \_\_\_\_\_
4. รายได้
  - ☐ ต่ำกว่า 15,000.00 บาท ต่อเดือน
  - ☐ 15,001.00 – 30,000.00 บาท ต่อเดือน
  - ☐ 30,001.00 – 45,000.00 บาท ต่อเดือน
  - ☐ มากกว่า 45,000.00 บาท ต่อเดือน
5. สถานที่ทำงาน
  - ☐ ศูนย์กลางธุรกิจกรุงเทพ (สีลม / สาทร / สุขุมวิท / พระราม 4)
  - ☐ อื่นๆ (โปรดระบุ) \_\_\_\_\_

6. จำนวนครั้งในการลาออกจากงาน
- ☐ ไม่เคยเลย
  - ☐ 1 ครั้ง
  - ☐ มากกว่า 1 ครั้ง
7. ประสบการณ์การทำงาน
- ☐ 1 – 2 ปี
  - ☐ 3 – 5 ปี
  - ☐ 6 – 9 ปี
  - ☐ 10 ปี ขึ้นไป
  - ☐ อื่นๆ (โปรดระบุ) \_\_\_\_\_
8. ตำแหน่งงาน
- ☐ พนักงาน
  - ☐ พนักงานระดับสูง
  - ☐ ผู้บริหารระดับกลาง
  - ☐ ผู้บริหารระดับสูง
  - ☐ อื่นๆ (โปรดระบุ) \_\_\_\_\_
- 

## ส่วนที่ 2

1. คุณต้องปรึกษากับเพื่อนหรือญาติพี่น้อง ก่อนลาออกจากงานใช่หรือไม่?
- ☐ ใช่ (โปรดระบุ) \_\_\_\_\_
  - ☐ ไม่
2. กรุณาจัดลำดับความสำคัญของปัจจัยที่มีผลต่อการเปลี่ยนงาน. (1 คือ สำคัญมากที่สุด, 5 คือ สำคัญน้อยที่สุด)
- ☐ สถานที่
  - ☐ รายได้
  - ☐ ตำแหน่งงาน
  - ☐ องค์กร
  - ☐ ญาติพี่น้อง หรือ เพื่อน

3. ถ้าคุณมีโอกาสเลือกงานอีกครั้ง คุณจะเลือกงานนี้หรือไม่?
- ☐ เลือก
- ☐ ไม่เลือก
4. คุณต้องการเงินเดือนขึ้นกี่เปอร์เซ็นต์ สำหรับการเปลี่ยนงานครั้งต่อไป?
- ☐ ต่ำกว่า 10 %
- ☐ 10 – 20 %
- ☐ 21 % ขึ้นไป
- ☐ อื่นๆ (โปรดระบุ) \_\_\_\_\_

### ส่วนที่ 3

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

#### 1. ตำแหน่งงาน

คำถาม	1	2	3	4	5
1. คุณพอใจกับตำแหน่งงานปัจจุบัน					
2. คุณต้องการได้รับการเลื่อนตำแหน่ง					
3. คุณมีโอกาสที่จะได้เลื่อนตำแหน่ง					
4. คุณคิดว่าสมควรได้รับการเลื่อนตำแหน่ง					
5. คุณจะลาออกจากงาน ถ้าไม่ได้เลื่อนตำแหน่ง					

#### 2. รายได้

คำถาม	1	2	3	4	5
1. คุณพอใจกับรายได้ปัจจุบัน					
2. รายได้ของคุณเพียงพอต่อการดำรงชีวิต					
3. คุณจะลาออกจากงาน ถ้าไม่ได้ปรับเงินเดือน					
4. คุณรู้สึกอึดอัดที่ต้องพูดเรื่องเงินเดือนกับเพื่อน /ญาติ					
5. บริษัทต้อง ขึ้นเงินเดือน 10% ทุกปี					

### 3. ญาติพี่น้อง

คำถาม	1	2	3	4	5
1. คุณต้องปรึกษาญาติพี่น้อง ก่อนลาออกจากงาน					
2. คุณจะลาออก ถ้าญาติพี่น้องไม่เห็นด้วย					
3. ญาติพี่น้องของคุณมักจะพยายามหางานใหม่ให้คุณ					
4. คุณต้องการความเห็นจากญาติพี่น้อง เกี่ยวกับงานของคุณ					
5. คุณไม่มีความสุข ถ้าญาติพี่น้องไม่ชอบงานของคุณ					

### 4. องค์กร / บริษัท

คำถาม	1	2	3	4	5
1. คุณเลือกสมัครงานกับบริษัทข้ามชาติเท่านั้น					
2. เป็นสิ่งสำคัญสำหรับคุณ ที่จะเป็นส่วนหนึ่งของกลุ่มหรือบริษัท					
3. คุณรู้สึกไม่สบายใจ ที่ไม่ได้เป็นส่วนหนึ่งของกลุ่มหรือบริษัท					
4. คุณพยายามหลีกเลี่ยงความขัดแย้งภายในบริษัท					
5. คุณมักจะมีความคิดเห็นที่ขัดแย้งกับเพื่อนร่วมงานหรือหัวหน้า					
6. คุณจะลาออก ถ้าความคิดเห็นขัดแย้งกับเพื่อนร่วมงานหรือหัวหน้า					
7. เป็นสิ่งสำคัญสำหรับคุณ ที่มีความสัมพันธ์อันดีกับเพื่อนร่วมงานหรือหัวหน้า					

### 5. 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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