

THE IMPACT OF WORK MOTIVATION, ATTITUDES AND BEHAVIOR OF EMPLOYEES, AND WORKING ATMOSPHERE AFFECTING ORGANIZATIONAL TURNOVER IN COMPANIES IN BANGKOK

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Abstract

This research aims to understand the factors affecting organizational turnover in companies in Bangkok. The three independent variables of this study to understand the dependent variable of organizational turnover are work motivation, attitudes and behavior of employees, and working atmosphere. Sub-variables to test for work motivation included bonus, promotion, and wage and salary. The sub-variables for attitudes and behavior of employees consisted of job satisfaction, organizational commitment, and job involvement. The sub-variables for working atmosphere included company culture, the type of leadership present in the organization, and the relationships among coworkers. Quantitative research was adopted to collect the data from the 400 respondents who were working in the companies in Bangkok, and convenience sampling method was used to collect the survey using Google forms for this study. The questionnaire comprises multiple choices for demographic data and a five-point Likert scale for independent and dependent variables. The statistical software used for analyzing data includes descriptive and inferential analysis. The results of the study showed that all the hypotheses proposed were supported. The results revealed that there is a significant effect between the independent variables (work motivation, attitudes and behavior of employees, and working atmosphere) and the dependent variable (organizational turnover).

Keywords: Work Motivation, Attitudes and Behavior of Employees, Working Atmosphere.

Introduction

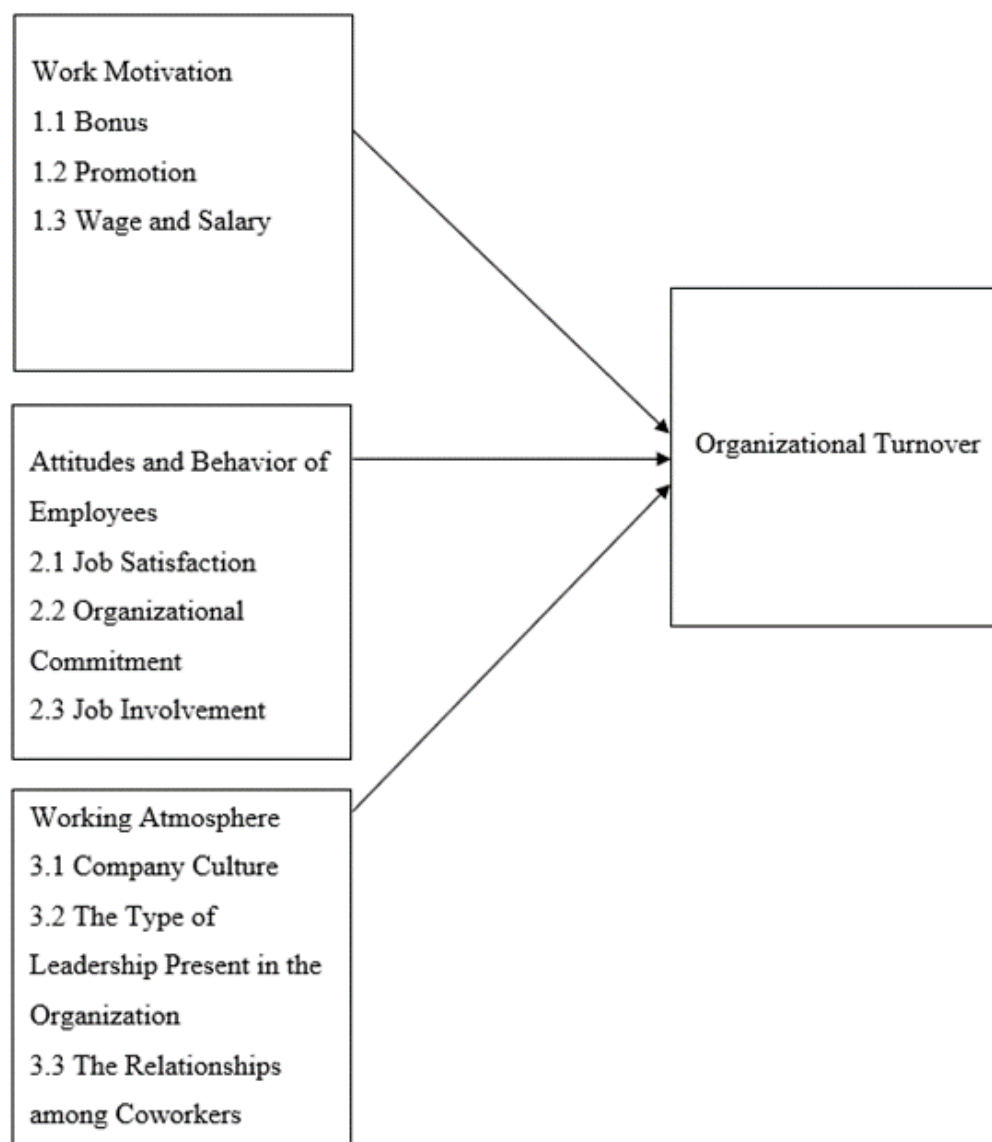
This study aims to explore the factors that effect on organizational turnover in companies in Bangkok, the capital city of Thailand. There are still some factors that effect the organization to retain the talented employees in different generations of people. In another significant is that, all generations of people have their own perspectives on work motivation, attitudes and behavior in workplace, and working atmosphere in the organization. The organization needs to find out the reasons of the organizational turnover, and the reasons employees want to stay in the company. To find out the issues of turnover and retaining employees, there are three factors that the author assumed which are work motivation (A field is organized by 3 theories, including Herzberg's two-factor theory (1959), Alderfer's ERG theory (1969), and McGregor's theory X and theory Y (1960)), attitudes and behavior of employees (A field is organized by 3 theories, including balance theory (1946), congruity theory (1955), and theory of planned behavior (1980)), and working atmosphere (A field is organized by 3 theories, including human relations theory (1920), scientific management theory (1911), and management theory (1916)) to consider related to organizational turnover (A field is organized by 3 theories, including Firm-Specific Human Capital Theory (1964), Porter and Edward Lawler's Expectancy Theory (1968), and Maslow's Hierarchy of Needs (1954)). The organizational turnover indicates the level of attractiveness of the company.

Research Objectives

1. To study the impact of work motivation factor (Bonus, Promotion, and Wage and Salary) on organizational turnover.
2. To study the impact attitudes and behavior of employees' factor (Job Satisfaction, Organizational Commitment, and Job Involvement) on organizational turnover.
3. To study the impact of the working atmosphere factor (Company Culture, The Type of Leadership Present in the Organization, and The Relationships among Coworkers) on organizational turnover.

Scope of the Research

Conceptual Framework



Hypotheses Test

1. H1 is the impact of work motivation factors (Bonus, Promotion, and Wage & Salary) on organizational turnover.

2. H2 is the impact of attitudes and behavior of employees' factors (Job Satisfaction, Organizational Commitment, and Job Involvement) on organizational turnover.

3. H3 is the impact of working atmosphere factors (Company Culture, The Type of Leadership Present in the Organization, and The Relationships between Coworkers) on organizational turnover.

Literature Review

Items no.	Authors (Year)	Finding	Variables
1	Lilly (2024)	Organizational turnover composes of several factors such as company culture, the benefits offering to employees, flexible working hours, and career growth opportunities.	Organizational Turnover
2	Jennifer (2023)	Work motivation includes bonus, promotion opportunities, and salary has positive relationship with the organizational turnover.	Work Motivation
3	Shan (2022)	Attitudes and behavior of employees' factor consists of job satisfaction, organizational commitment, and job involvement has significantly impact to organizational turnover.	Attitudes and Behavior of Employees
4	Naraphorn (2023)	The working atmosphere has significantly impact to organizational turnover by company culture, the type of leadership present in the organization, and the relationships between coworkers.	Working Atmosphere

Research Methodology

Population and Sample

The population of this study are employees working companies in Bangkok, Thailand. Based on Yamane's table for sample size, the requirement of reliability is with a population size of more than 100,000, 400 samples are to be collected with a precision level of +-5%.

Type of Research and Tool

The tool used to conduct this survey research to collect the data from the 400 respondents is convenience sampling technique which is non-probability sampling method was used to collect the data by using the Google Forms. The questionnaire is divided into five categories; Part 1: The demographic data question (10 questions for gender, age, marital status, education, monthly income, employment, living status, nationality, type of organization, and working years); Part 2: The factors of work motivation (12 questions for bonus, promotion, and wage & salary); Part 3: The factors of attitudes and behavior of employees (12 questions for job satisfaction, organizational commitment, and job involvement); Part 4: The factors of working atmosphere (12 questions for company culture, the type of leadership present in the organization, and the relationships among coworkers); Part 5: Organizational turnover (8 questions). The survey consists of 54 questions in total. Part 1 is measured by nominal and ordinal scales, and part 2-5 are interval scale (the least (1) to the most (5)).

Validity Test

The online questionnaire was checked for validity.

Reliability Test

30 samples, the data from the questionnaires were analyzed by using Cronbach's Alpha in the statistical software, with total reliability of 0.963. The required value to be accepted is 0.7-1.00.

Statistics

1. Descriptive statistics consisted of frequency, mean, and standard deviation.
2. Inferential statistics consisted of multiple regression analysis tests.

Research Results

Demographic Data

The most respondents are female (73.75%), followed by male (24%), and LGBTQ+ (2.25%). The most respondents are aged between 31 to 40 years old (71.75%) and married (68%). Most participants hold bachelor's degrees (98%) and work as full-time employees (96%). The majority of respondents earn salary from 25001 to 30000 Baht (59.5%) and work in private company (61.25%). Most participants work over 2 years (91.25%). Most respondents are homeowners (88%). Finally, the most significant number of nationalities is Thai (94.5%).

Mean and Standard Deviation

- Work Motivation Factors: (\bar{x} = 3.85, S.D. = .228), SATISFIED
- Attitudes and Behavior of Employees' Factors: (\bar{x} = 3.98, S.D. = .226), SATISFIED
- Working Atmosphere Factors: (\bar{x} = 3.99, S.D. = .217), SATISFIED
- Organizational Turnover: (\bar{x} = 3.99, S.D. = .255), SATISFIED

Multiple Linear Regression

1. Work motivation vs Organizational turnover: Accepted with Adjusted R-square = .179, $F = 30.059$, $*P \leq 0.05$ (Bonus = .000, significance, Promotion = .000, significance, and Wage & Salary = .000, significance)

2. Attitudes and behavior of employees vs Organizational turnover: Accepted with Adjusted R-square = .257, $F = 46.977$, $*P \leq 0.05$ (Job satisfaction = .004, significance, Organizational commitment = .000, significance, and Job involvement = .000, significance)

3. Working atmosphere vs Organizational turnover: Accepted with Adjusted R-square = .271, $F = 50.352$, $*P \leq 0.05$ (Company culture = .000, significance, The type of leadership present in the organization = .000, significance, and the relationships among coworkers = .000, significance)

Conclusion and Discussion

Demographic Data

Most of the respondents in this study were millennials (31-40) years old and primarily female. Most nationalities were Thai, and most were married. Most participants held bachelor's degrees, worked as a full-time employee in private company with more than 2 years of experience and earned from 25,001- 60,000 baht. A more significant number of respondents were a home owner more than a renter.

Attitudes towards variables

• **Independent Variable 1: Work Motivation Factors**, the most respondents were satisfied with the bonus, promotion, and wage and salary. Overall, respondents were satisfied with the work motivation factors.

• **Independent Variable 2: Attitudes and Behavior of Employees Factors**, the most participants were satisfied with job satisfaction, organizational commitment, and job involvement. Overall, respondents were satisfied with the attitudes and behavior of employees' factors.

• **Independent Variable 3: Working Atmosphere Factors**, the most respondents were satisfied with company culture, the type of leadership present in the organization, and the relationships among coworkers. Overall, respondents were satisfied with the working atmosphere factors.

Hypotheses

- H1: Work motivation (bonus, promotion, and wage and salary) has a significant impact on organizational turnover in the companies.
- H2: Attitudes and behavior of employees (job satisfaction, organizational commitment, and job involvement) have a significant impact on organizational turnover in the companies.
- H3: Working atmosphere (company culture, the type of leadership present in the organization, and the relationships among coworkers) has a significant impact on organizational turnover in the companies.

Recommendations

It is essential to consider strategies that impact retention, employee satisfaction, and overall organizational health. The firm-specific human capital theory (1966) posits that employees develop specialized skills, knowledge, and expertise that are highly valuable to a particular firm but less transferable to other organizations. According to Kiara (2022), Porter and Lawler's expectancy theory suggests that an employee's motivation to stay or leave is influenced by three key factors: Expectancy, instrumentality, and valence. Saul (2024) stated that Maslow's hierarchy of needs model arranges human needs in a hierarchy, from basic physiological needs to self-actualization. For work motivation factors, Herzberg's two-factor theory was discussed in this research. According to Herzberg (1959), there are two types of factors that affect job satisfaction and motivation: Hygiene factors and motivational factors. For instance, paying a good salary or providing job security will prevent dissatisfaction, but they won't lead to higher motivation or engagement. To increase motivation, organizations must focus on motivators. According to Alderfer (1969), ERG Theory refines Maslow's hierarchy of needs into three core categories: existence needs, relatedness needs, and growth needs. McGregor (1960) stated out that there are two contrasting views of employees: Theory X (external rewards), and theory Y (internal factors such as achievement and responsibility). Employees who feel respected and involved in decision-making processes are less likely to leave. McGregor (1960) stated out that there are two contrasting views of employees: Theory X (external rewards), and theory Y (internal factors such as achievement and responsibility). According to balance theory (1946), to restore balance, the employee might change their attitude (becoming more negative toward the job), distance themselves from the negative colleagues, or try to convince others to adopt a more positive outlook. The Theory of Planned Behavior Theory (1991) proposed that behavior is guided by three factors: Attitudes toward the behavior, subjective norms, and perceived behavioral control. According Jason (2023), the Human Relations Theory emphasizes the importance of social factors in the workplace. Rahman (2023) noted that Scientific Management Theory, developed by Frederick Taylor in the early 20th century, focuses on efficiency and productivity. Administrative Management Theory focuses on the principles of management and organizational structure. Fayol (1916) introduced concepts such as division of labor, hierarchy, unity of command, and formalized processes. For positive work environment, organization should build a culture of open communication, recognition, and teamwork. Employees who feel valued and heard are more likely to remain with the company. For growth and development opportunities, the companies should provide career development programs, training, and opportunities for advancement.

Employees are more motivated when they feel there is room for professional growth. Lack of growth opportunities is a common cause of turnover. For leadership improvement, the organization should adopt a more participative and empowering leadership style, which focuses on trust, autonomy, and development. Employees are more likely to stay in organizations where they feel trusted and empowered. For motivational implications, the organization should design jobs that are engaging, meaningful, and aligned with employee interests and skills. Encourage autonomy and responsibility in roles. Employees leave jobs that are mundane or do not align with their skills and passions. There are few recommendations for future research. Since the COVID-19 pandemic, the work environment has been reshaped. Its long-term impact on turnover remains understudied. Future research should explore whether remote work enhances employee satisfaction, reduces burnout, or presents challenges that contribute to turnover, such as isolation or reduced engagement. The organization has shifted towards hybrid and remote work models influences organizational turnover, employee retention, and job satisfaction.

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