Eclectic Model on Factors Influencing the Resignation of Technical Employees

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Abstract – *The study aims to determine the factors influencing the resignation of technical employees in Thailand in terms of job satisfaction and organization commitment. Descriptive research design with survey method was applied in the study. This study focused on factors influencing the resignation of technical employees in Thailand. Surveys were used as the main data collection tool in the study. Data were collected via a survey conducted on employees that are working in various technician line and computer line in the factory center of Thailand with a total of 450 persons. In the data analysis of the study, t-test and One-Way ANOVA, Scheffe's multiple comparison test and multi regression stepwise have been performed in order to determine the relationship between the demographic factors and turnover intention. The result of the study indicates that the demographic factors are determinants for turnover intention of technical employees. The results of comparison of the turnover intention had significant with difference group of gender, age, education level, income, technician group and the turnover intention had no significant with difference group of job tenure and size of organization at the 0.05 level. The result of Pearson correlation showed a significant positive association between Job characteristic, quality of work life and organization commitment and turnover intention while a significant positive correlation between job characteristic, quality of work life, organization commitment and turnover intention at the 0.01 level. Regression analysis indicates that 17.60% of turnover intention can be attributed to organization commitment and quality of work life conflict. Results of the multiple regression analysis showed that the two significant predictors of turnover intention of technical employee were organization commitment (ORG) and quality of work life (QWL) to effect the turnover intention to resign at level 0.05 in combination accounted for 17.60% of total variance in turnover intention ratings.*

Keywords: *job satisfaction, organization commitment, job characteristics, quality of work life*

INTRODUCTION

Thailand is a developing country in South East Asia. Therefore, it is necessary to use a many of technicians. Currently, there are shortages of skilled labor. Compounded returns or wages received less than other countries, such as countries in the Middle East who want to collar skilled workers and higher-paid. Seen from the last 20 years, the artisans in Thailand seek a new job abroad, and caused the resignation of a number of industries in Thailand. Labor mobility; thus, is affecting the country today. In order to resolve the problems, the government must engage the youth of Thailand to change their attitude of occupation. Today, most youngsters havea desire toworkina large businessorganizationintheofficerather thanworkintechnical lines, becauseworkmore comfortably than work in technical lines andreceivehigh salaries, or choosing to study in business fields and office work instead choose to study technical lines. Such problems cause shortage of skilled workers at all levels. As a result, there are migrant worker problems and social problems in Thailand.

Intention to resign from the job or find new job of technical staff is a first problem that human resource department must resolve with created motivation for them to stay with organization and not intend to resign in the near future. Thus, the intention to resign is an important factor in predicting the resignation of work as well. Current organizations, both public and private sectors need to focus on human resources development to maximize employee performance. To ensure that organizations achieve maximum success. At the same time, organizations are being faced with the resignation of personnel. Resignation causes many side effects in both groups, organizations and individuals and their work colleagues [1].The impact on the organization occurs because the organization has invested in a large amount of resources. Both cost budget for various

tools, equipment, and personnel to encourage human resource is the most valuable. From the recruitment, selection, hiring, training, development, salaries, wages, welfare, including investment by waste from leave of absence delays and operating at full capacity of the person [2], [3], so when people quit, organization, thereby losing a large amount of costs to be incurred. And the cost of investing in new personnel need to replace [4], [5] and also results in the performance of existing and stagnant waste system, lack of connection, and performance decline until some new personnel to work rather well as they can operate effectively [6] [7].

Attitude is an important part of human life, especially on the career to have his progress. Stopping or reversing the attitudes that we have on the job or the organization will result in a profound way not just running, but the impact on quality of work-life over the course of the work as well. Because of these factors will contribute to job satisfaction or dissatisfaction on the job. Job satisfaction is the basic attitude of the people towards their work done, which can be determined easily by using the questions as a tool to measure them in various fields related to the work.Which will provide answers regarding various aspects of job satisfaction indicate the overall result of the attitudes of individuals about the work that they do there. The expression of emotion thought and behavior also occurred job satisfaction, organizational commitment to building. This is about people's feelings toward the organization in which they operate. It causes people to organizational commitment in a different way.

Therefore, shortage of skilled labor was the issue that the researcher want to studying the eclectic model on factors influencing to resignation of the technical employees in order to adopt a recommendation to resolve the shortage of skilled labor. It will also be useful for planning development strategies and improve the various factors that influence the persistence of the employees.

The study will be beneficial to the stability of the organization and benefits for executive management personnel in firms and others related businesses.

OBJECTIVES OF THE STUDY

This study focused on factors influencing the resignation of technical employees in Thailand. Specifically, it intended (1) to describe the demographic profile of the technical employees in terms of gender, age group, level of education, income, job tenure, technician group and size of organization; (2) to identify factors influencing to resignation of technical employees with regards to : job satisfaction and organization commitment; (3) Test the significant difference on the factors influencing the intention to resign when grouped according to profile variables and to propose a plan of action to lessen the resignation incidences of technical employees.

METHODS

Research Design

This study used quantitative descriptive method of research to determine the factors influencing the resignation of technical employees in Thailand and a descriptive research design with survey method is applied in the study. The researcher has used both the primary and the secondary data for the purpose of this study. Secondary data were collected from available books, publications, research studies, articles and websites.

Respondents

The target population of the study is composed of technical employees in firm and business related at Factory center in Thailand. The total population is 16,354, the sample size is 390 (Minimum) using the Yamane formula [8] with a margin of error of 5%. Respondents were identified using simple proportional allocation. Accidental sampling is employed to acquire a sample of 450 (Additional 15% from minimum) selected from technical employee from firms in Thailand.

Data were collected via a survey conducted on employees that are working in various technician line and computer line in the factory center of Thailand. These organizations, both public and private were selected from list of factories from department of industrial work (Ministry of Industrial) in Thailand as at 2014. There are 16,354 factories in Factory Center from 3 provinces (Samutsakorn, Samutprakarn and Ayutthaya). A total of 450 questionnaires were distributed out of, which 450 were returned and usable for analysis. The number of questionnaires returned represents about 100 percent of the total number of questionnaires distributed.

Instrument

The researcher used accidental sampling distributing the questionnaire to 450 technical employees; Accidental sampling according to Bernardez [9] is a technique where by chance the

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samples are included in the study on the basis of their availability at the time the sampling takes place, before its distribution she requested also for the assistance for distribution and retrieval of the survey instrument to technical employees.

The researcher used self-made questionnaire which was constructed as a result of literature review and related studies analysis. The instrument has three (3) parts: Part I dealt with demographic profile of the technical employees, Part II dealt with job satisfaction consist job characteristic and quality of work life (fair compensation and commitment, work environment, work safety, facilities, relation and co-operation). The items were taken from the job satisfaction questionnaire developed by Masida Masri [10] and organization commitment, which was developed based on Meyer and Allen's [11] organizational commitment components questionnaire. The items were taken from Meyer, Allen, & Smith [12]. Part III dealt with turnover intention was developed from Xiangping Wu [40].

Responses to Part II and Part III were quantitatively measured using a 5 item choice of options with 1 as the lowest and 5 as the highest [13]. The five-point Likert scale was used to measure respondent's perceptions of factors have influence on the intention to resignation of technical employees.

A closed-ended interview-schedule was designed to collect data from employees that are working in various technician line and computer line in the factory center of Thailand. Firms and business related are selected to collect primary data.

The research instrument collected data was 5 point rating scale questionnaires [13] was used to measure respondent's perceptions of factors have influence on the intention to resignation of technical employees. A 5-point scale has been used which is denoted by 1= Strongly Disagree (SD), 2=Disagree (D), 3=Moderately Agree (MD), 4=Agree (A), and 5=Strongly Agree (SA).

Questionnaire format was three parts, Part I was demographic profile of the technical employees. Part II was factors of intention resignation of the technical employees consist (1) Job satisfaction consist job characteristic and quality of work life (fair compensation and commitment, work environment, work safety, facilities, relation and co-operation); (2) Organization commitment. Part III was turnover Intention.

Procedure

The researcher visited each business to talk informally with technical employees for collecting information regarding job satisfaction and organization commitment and turnover intention. After collecting all necessary data, data have been analyzed and tabulated descriptively. This tabulated information used to measure perceived satisfaction and dissatisfaction level of the employees.

The following steps were undertaken in gathering the data to answer the questions in the study. The researcher used accidental sampling in distributing the questionnaire to 450 technical employees; Accidental sampling according to Bernardez [9] is a technique whereby chance the sampling are included in the study on the basis availability at the time the sampling take place. Before distribution, the researcher requested for the two assistants for the distribution and retrieval of the survey instrument.

Data Analysis

Quantitative data analyses were conducted using descriptive statistics: mean, median, standard deviation, frequency, percentage. To measure level of job satisfaction consist job characteristic, quality of work life (fair compensation and commitment, work environment, work safety, facilities, relation and co-operation), organization commitment and turnover intention, and inferential statistics: t-test, One-Way ANOVA, multiple regression stepwise method at 0.05 level of significance.

T-test was used to compare the intention to resignation of technical employees among gender.

One-Way ANOVA was used to compare the intention to resignation of technical employees among demographic factors (age group, level of education, income per month , job tenure, technician group and size of organization).

Multi Regression Stepwise Method Analysis – These were utilized to find the relationship between variables for purpose of predicting future values. In this study regression analysis was used to determine the significant relationship between the intention to resignation of Technical Employees and Job satisfaction consist Job characteristic and quality of work life (fair compensation and commitment, work environment, work safety, facilities, relation and co-operation) and organization commitment. Organization commitment determines if the intention to resignation of technical employees which among the factors have influence on the intention to resignation are the best predictors of resignation of technical employees.

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The five-point Likert scale [13] was used to measure respondent's perceptions of factors have influence on the intention to resignation of technical employees consist Job satisfaction include job characteristic, and quality of work life (fair compensation and commitment, work environment, work safety, facilities, relation and co-operation) and Organization commitment and turnover intention with the following assigned values:4.50 – 5.00: Strongly Agree (SA); 3.50 – 4.49: Agree (A); 2.50 – 3.49: Moderately Agree (MA); 1.50 – 2.49: Disagree (D); 1.00 – 1.49: Strongly Disagree (SD).

RESULTS AND DISCUSSION

Table 1.Frequency and percentage of the respondents' profile (N=450)

Profile Variables	f	%
Gender		
Male	393	87.30
Female	57	12.70
Age group (years)		
Less than 25 year old	12	2.70
25 to 35 year old	140	31.10
36 to 45 year old	256	56.90
46 to 55 year old	42	9.30
56 to 60 year old		-
Level of education		
Post-graduate studies	10	2.20
Bachelor	197	43.80
Under Bachelor	243	54.00
Income per month		
Less than 10,000 Baht	16	3.60
10,001 to 25,000 Baht	254	56.40
25,001 to 35,000 Baht	121	26.90
35,001 to 45,000 Baht	49	10.90
45,001 to 55,000 Baht	7	1.60
Rather than 55,000 Baht	3	0.70
Job tenure		
Less than 1 year	13	2.90
1 to 5 years	172	38.20
6 to 10 years	254	56.40
11 to 15 years	7	1.60
Rather than 15 years	4	0.90
Technician group		
Engineer	12	2.70
Craftsman	303	67.30
Electrician	25	5.60
Mechanic	19	4.20
Electronic	21	4.70
Computer	70	15.60
Others	-	-
Size of organization		
Small (less than 250 persons)	191	42.40
Medium (251 to 500 persons)	188	41.80
Large (rather than 500 persons)	71	15.80

Table 1 describes the distribution of the respondents by gender, age group, level of education, income per month, job tenure, technician group and size of organization with the frequency and percentage of the respondents. Distribution of the respondents by gender shows that the male respondents are three hundred and ninety-three (393) (87.30%) while their female are fifty-seven (57) (12.70%). Because of the nature of technical Job characteristics most require males than females.

Distribution of the respondents by age group shows that twelve (12) (2.70%) of the respondents are within the age group of less than 25 year old, one hundred and forty (140) (31.10%) of the respondents are within the age group 25-35 year old, two hundred and fifty-six (256) (56.90%) of them are within the age group of 36-45 year old while forty-two (42) (9.30%) of them are within the age group 46-55 year old and not found age group of 56-60 years of the respondents in this research. The majority of the respondents belong to age group of 36-45 year old. They are technical employees that have experience 6-10 years or 11-15 years in technical term, they start job after finished education. In Thailand, most of productive year, the hiring age starts at 21 year old and retiring age at 55 or 60 year old.

Distribution of the respondents by Level of education shows that ten (10) (2.29%) of the respondents hold post-graduate studies, one hundred and ninety-seven (197) (43.80%) hold bachelor degree certificates while two hundred and forty-three (243) (54.00%) has under bachelor degree certificates. Craftsmen are the graduates of vocational schools that are under bachelor degree. Most of craftsmen are operational employees that work in industry, while, engineer act as supervisors, so there are engineer fewer than other staffs.

Distribution of the respondents by income per month shows that sixteen (16) (3.60%) of the respondents are within the income range less than 10,000 Baht per month, two hundred and fifty-four (56.40%) of them are within the income range 10,001-25,000 baht per month, one hundred and twenty-one (121) (26.90%) of them are within income range 25,001-35,000 Baht per month, forty-nine (49) (10.90%) of them are within income range 35,001-45,000 baht per month. Seven (7) (1.60%) of them are within income range 45,001-55,000 baht per month while three (3) (0.70%) of them are income range rather than 55,000 baht per month. Because the minimum wage rate in Thailand is 300 baht per day, so most of staff salaries are 10,001-25,000 baht. The

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fixed salary is considered skilled jobs and education and experience. So, engineers have monthly salary between 25,000-35,000 baht and managers have salaries higher than 35,000 baht.

Distribution of the respondents by job tenure shows that thirteen (13) (2%) of the respondents have less than 1 years of job tenure, one hundred and seventy-two (172) (38.20%) had 1-5 years of job tenure, two hundred and fifty-four (254) (56,40%) had 6-10 years of job tenure, seven (7) (1.60%) had 11-15 years of job tenure while four (4) (0.90%) had rather than 15 years of job tenure). Most of technical employee who have job tenure 6-10 years, they are regular employees that have benefits more stable than the others. And giving employees regular raises and paying well over minimum wage would be an incentive for them to stay in organization.

Distribution of the respondents by technician group shows thattwelve (12) (2.70%) of the respondents are in engineer group, three hundred and three (303) (67.30%) of them are in craftsman group, twenty-five (25) (5.60%) of them are in electrician group, nineteen (19) (4.20%) of them are in the mechanic group, twenty-one (21) (4.70%) of them are in electronic group while seventy (70) (15.60%) of them are in computer group and not found other of technician group in this research.

Distribution of the respondents by size of organization shows that one hundred and ninety-one (191) (42.40%) of the respondents work in small organization, one hundred (188) (41.80%) of them work in medium organization while seventy-one (71) (15.80%) of them work in large organization.

Table 2.Factors influencing the resignation of technical employees in terms of job satisfaction

Job Satisfaction	WM	VI	Rank
Job characteristic			
1. Your job is independently associated with your work roles.	4.53	SA	3
2. There are streamline processes to make work more efficient.	4.24	A	6
3. You perceive that your work is meaningful.	4.68	SA	1
4. Your work gives a feeling of accomplishment.	4.54	SA	2
5. The job involves doing a number of different tasks.	4.25	A	5
6. Your job is an integral part of the organization.	4.37	A	4
Composite Mean	**4.44**	**A**	

Table 2 shows the level of Job satisfaction in term of job characteristic factor that affect the intention to resign of the technical employees. Job satisfaction as an extension to resignation proposed by Model of Eric et al. [14] is the set of beliefs, behaviors and functional processes that seriously focuses on comprehensive understanding, disseminating, as well as satisfying the current and future needs of employees towards resignation. Include quality of work life and fair compensation as factors influence on the intention to resignation of technical employees. The respondents strongly agree that in terms of job characteristic dimension, they perceive that their work is meaningful (4.68); their work gives a feeling of accomplishment (4.54); and their job is independence associated with their work roles (4.53). They agree that their job is an integral part of the organization (4.37); and the job involves doing a number of different tasks (4.25). There are streamline processes to make work more efficient obtained the least agreement of 4.24 while the composition mean score of 4.44 implies that the technical employees have high job satisfaction in terms of job characteristic.

This study shows that the respondents are satisfied in terms of job characteristic with the work recognized. In particular, the work was independently associated with the role and their awareness that their work has meaning and a sense of accomplishment the level of satisfaction are at the strongly agree level. Job characteristics are aspects of workers' tasks that determine how the employee perceives his/her particular activities within the organization. The objective of job characteristic model is determined employee working perception and reaction [15]. Rongkhwaeng [16] define that employees' cognition of job characteristics would affect their performance as well as inspire them. These perceptions are related to internal motivation because identifying the job as meaningful, challenging, and interesting can affect workers' overall behavior and feelings of happiness, health, safety, and caring about professional colleagues [17].

Quality of work life (QWL) is a component of job satisfaction. In this study, QWL are fair compensation and commitment, work environment, work safety, facilities, relation and co-operation. The level of QWL dimension present in Tables 3 to 7.

Table 3 Present the level of QWL in terms of fair compensation and commitment as an extension to resignation proposed by Allen and Griffeth [18] and Martocchio [19]. As seen in Table 3,the respondents strongly agree that their supervisor gives advance

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notice of change (4.67) and the compensation is fair and adequate (4.59).

Table 3.The level of QWL in terms of fair compensation and commitment

a. Fair compensation and commitment	WM	VI	Rank
1. The compensation is fair and adequate.	4.59	SA	2
2. Your job makes good use of your skills and abilities.	4.38	A	5
3. Your supervisor gives advance notice of change.	4.67	SA	1
4. Your company has an appropriate salary scale.	4.31	MA	6
5. Your work boosts your morale and considers professional growth.	4.40	A	4
6. Your salary can be sufficient to pay your living expenses.	4.42	A	3
Composite Mean	4.46	**A**	

They agree that their salary can be sufficient to pay living expenses (4.42), their work boosts your morale and considers professional growth (4.40); their job makes good use of skills and abilities (4.38) while the company has an appropriate salary scale obtained the least mean score of 4.31 which is verbally interpreted as moderately agree. The composite mean score of 4.46 implies that the technical employees have high Quality of Work Life in terms of fair compensation and commitment.

This study show that the respondents are satisfied Fair compensation in term of QWL with the compensation is fair and adequate and their supervisor gives advance notice of change.at the strongly agree level. In exchange for job performance and commitment, an employer offers rewards to employees. Adequate rewards and compensations potentially attract a quality work force, maintain the satisfaction of existing employees, keep quality employees from leaving, and motivate them in the workplace [19].

Table 4 present the level of QWL in terms of work environment, as an extension to resignation proposed by Cummings and Worley [20] and Walker [21], they involves promoting a work environment conducive to the satisfaction of employees' needs.

The respondents strongly agree that their relationships with other workers in this company are very good (4.57), their physical work environment enables them to do their job effectively (4.53); the work environment is satisfactory for the employees (4.51), while work environment makes them feel good about coming to work which obtained the least agreement of 3.90. The composite mean score of 4.38 implies that the technical employees have high level of QWL in terms of work environment.

Table 4.The level ofQWL in terms of work environment

Work environment	WM	VI	Rank
1. Your physical work environment enables you to do your job effectively.	4.53	SA	2
2. The work environment is satisfactory for the employees.	4.51	SA	3
3. Work environment makes you feel good about coming to work.	3.90	A	4
4. Your relationships with other workers in this company are very good.	4.57	SA	1
Composite Mean	**4.38**	**A**	

This study shows that work environment is an important factor to retaining employees in current work environment. According to the result shows that the rating of work environment is at the strong agree level. There are many turnover intention models capture important avenues for attracting and retaining employees in the dynamic and current work environment. Long et al. [22] found out that the major reasons for turnover both at an individual and organizational level, which includes managerial support, job content, and work-related stress; each impacts the decision to leave the organization. Companies have motivated and retain their most talented employees, identifying critical individual and organization factors that impact intentions to leave will undoubtedly continue as an important area that impacts organizational success.

Table 5.level of QWL in terms of Work Safety

Work safety	WM	VI	Rank
1. Working conditions, safety and health is not compromised.	4.24	A	3
2.Workplace Health and safety laws apply to self-employed persons as well as employees and employers.	4.64	SA	2
3.The employer and employees must consult before health and safety representatives.	4.69	SA	1
Composite Mean	**4.51**	**SA**	

Table 5 present the level of QWL in terms of work safety. QWL in terms of work safety as an extension to resignation proposed by [23].

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As seen in table 5 present the respondents agree that work safety in term of QWL dimension. The employer and employees must consult before health and safety representatives is Strongly Agree (4.69), workplace Health and safety laws apply to self employed persons as well as employees and employers is Strongly Agree (4.64), and Working conditions, safety and health is not compromised got a least Agreement of 4.24 is Agree (4.24) and composition mean is Strongly Agree (4.52).

This study show that the rating of work safety composition mean is at the strong agree level, that describes policies and procedures in place to ensure the safety and health of employees within a workplace. Involves hazard identification and control according to government standards and ongoing safety training and education for employees is an important factor as an indicator to resignation of employees.

Table 6.The levelofQWL in terms of facilities

Facilities	WM	VI	Rank
1. Availability of technical facilities for all employees.	4.45	A	3
2. Facilities are clean and up to date.	4.48	A	2
3. Employers are responsible for training employees to use personal protective equipment.	4.85	SA	1
Composite Mean	**4.60**	**SA**	

Table 6 present the level of QWL in terms of facilities. Facilities as an extension to resignation proposed by Nanjundeswaraswamy et al. [24].

As seen in Table 6 present the respondents agree that facilities in term of QWL dimension. Employers are responsible for training employees to use personal protective equipment is Strong Agree (4.85), Facilities are clean and up to date is Agree (4.48), and Availability of technical facilities for all employees got a least Agreement of 4.45 is Agree (4.45) and composition mean is Strongly Agree (4.60).

QWL is viewed as that umbrella under which employees feel fully satisfied with the working environment and extend their wholehearted co--operation and support to the management to improve productivity and work environment.

This study shows that facilities are tools for working. Facility management is an interdisciplinary business function that coordinates space, infrastructure, people and organization.

Table 7 presents the level of QWL in terms of relation and co-operation as an extension to resignation proposed by Nanjundeswaraswamy et al. [24].

Table 7. Level of QWL in terms of relation and co-operation

Relation and co-operation	WM	VI	Rank
1. Supervisor provides you with constant feedback about you activities.	4.48	A	1
2. There is good communication from supervisors to employees.	4.24	A	2
3. Most of your co-workers have accepted you as a member of this company.	4.34	A	3
Composite Mean	**4.36**	**A**	

They used nine (9) components to measure quality of work life of employees in private technical institutions, relation and co-operation were one of components to measure quality of work life of employees.The quality of work Life (QWL)concept was introduced into the work place in the late 1950s. Up until the mid 1970s, the focus was on work design and improving work.

As seen in Table7 present the respondents agree that relation and co-operation in term of QWL dimension. Supervisor provides you with constant feedback about you activities is Agree (Weight Mean = 4.48), There is good communication from supervisors to employees is Agree (Weight Mean = 4.34) and most of your co-workers have accepted you as a member of this company got a least Agreement of 4.24 is Agree (Weight Mean = 4.24) and composition mean is Agree (Weight Mean = 4.36).

This study show that relation and co-operation are at the agree level. This factor is an indicator that describes the effects on employees of cooperation is the conflict the workplace as an extension to resignation of employee.

Table 8. Summary table on job satisfaction factor

Factors	CM	VI	Rank
Job satisfactions			
1) Job characteristic	**4.44**	**A**	2
2) QWL	**4.46**	**A**	1
a. Fair compensation and Commitment	4.46	A	
b. Work environment	4.38	A	
c. Work safety	4.52	SA	
d. Facilities	4.60	SA	
e. Relation and co-operation	4.36	A	
Grand Mean	**4.45**	**A**	

CM – Composite Mean

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Table 8 shows that summary the level of an element of job satisfaction. QWL is high mean on job satisfaction is Agree (CM=4.46) and job characteristic is Agree (CM=4.44) and show that work safety and facilities is important for technical employees in QWL are Strongly Agree (CM=4.52 and 4.60, respectively). The table portrays the component of job satisfaction. The result describes satisfaction factor influencing to resignation of technical employees at the Agree level in the future. This research found Job characteristic impact on the state of mind of the person and affect job satisfaction at Agree level. Job characteristic is the basic of motive, attitude that leads to the belief, experience, motivation to work and good performance [17].QWL involves promoting a work environment conducive to the satisfaction of employees' needs, and teamwork and a sense of ownership, the results of managers' efforts in fulfilling the employees' needs as the essential factors for high productivity and performance [21].

Table 9. The level of organization commitment

	Indicators	WM	VI	Rank
1.	You believe you are treated as a valuable member of the company.	4.71	SA	2
2.	You are proud to tell others that you value and is a part of organization.	4.54	SA	4
3.	You are willing to put in a great deal of effort beyond what is normally expected in order to help your company to be successful.	4.47	A	5
4.	You accept any type of job assignment in order to keep working for this organization.	4.66	SA	3
5.	You feel very loyal to this organization.	4.76	SA	1
Composite Mean		**4.63**	**SA**	

Table 9 present the level of organization commitment. Organization commitment as an extension to resignation proposed by Porter et al. [25,26], Koch and Steers [27], and Angle and Perry [28]. Organizational commitment has an important place in the study of organizational behavior. This is in part due to the vast number of works that have found relationships between organizational commitment and attitudes and behaviors in the workplace.

As seen in table 9 present the respondents agree that organization commitment dimension. You feel very good loyalty to this organization is Strongly Agree (4.76), you believe you was treated as a valuable member of the company is Strongly Agree (4.71), you accept any type of job assignment in order to keep working for this organization is Strongly Agree (4.66), you are proud to tell others that you values and the part of organization is Strongly Agree (4.54), you are willing to put in a great deal of effort beyond what is normally expected in order to help your company to be successful got a least Agreement of 4.47 is Agree (4.47) and composition mean is Strongly Agree (4.63).

This study show that composition mean of organization commitment is at the strongly agree level. Organizational commitment is the individual's psychological attachment to the organization. The basis behind many of these studies was to find ways to improve how workers feel about their jobs so that these workers would become more committed to their organizations. Organizational commitment predicts work variables such as turnover. Organizational commitment and performance, leads to a low level of absenteeism and employee turnover [29]. On account of the model proposes that when employees finish their job with a good job outcome, they would think that is the achievement from their hard work.

Table 10.The level of turnover intention to resignation of technical employees

	indicators	WM	VI	Rank
1.	You always imagine working at a different workplace.	4.56	SA	1
2.	You will quit this job sometime in the near future.	4.21	A	4
3.	You will probably be looking for another job soon.	4.22	A	3
4.	You often think of giving up the present job.	4.24	Agree	2
Composite Mean		**4.31**	**Agree**	

Table 10 present the level of turnover intention factor. Turnover Intention as an extension to resignation proposed by model of Mowday et al. [1]. As seen in table 10 show that the respondents agree that in term of turnover intention to resignation dimension, you always imagine working at a different workplace is Strongly Agree (Weight Mean = 4.56), you often think of giving up the present job is Agree (4.24), you will probably be looking for another job soon is Agree (4.22) and you will quit this job sometime in the near future got a least Agreement of 4.21 is Agree (4.21) and composition mean is Agree (4.31).

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Intention to resign from the job or find new job of technical staff is a first problem that human resource department must resolve with created motivation for them to stay with organization and not intend to resign in the near future.

This study show that the composition mean of turnover intention of technical employees is at the agree level. According to Mowday et al. [1] describes the intention to resign is an important factor in predicting the resignation of work as well. Current organizations, both public and private sectors need to focus on human resources development to maximize employee performance. To ensure that organizations achieve maximum success. At the same time, organizations are being faced with the resignation of personnel. Resignation causes many side effects in both groups, organizations and individuals and their work colleagues. Employee turnover is an important factor which is influencing employee productivity. According to Sut and Chad [30] indicated that employee turnover is cause of economic losses of organization.

Table 11.Summary table on factors influencing to resignation of technical employees

Factors Influencing to Resignation of Technical Employees	CM	VI	Rank
1. Job satisfactions	**4.45**	**A**	
1) Job characteristic	4.44	A	2
2) QWL	4.46	A	
2. Organization commitment	**4.63**	**SA**	1
3. Turnover Intention	**4.31**	**A**	3

Table 11 shows that overall rating of level of the factors influencing to resignation of technical employees in this study. As seen in table 11 show that the respondents agree that in term of organization commitment is strongly agree (CM=4.63), job satisfaction is agree (CM=4.45): QWL is Agree (CM=4.46), job characteristic is agree (CM=4.44) and turnover intention is agree (CM=4.31). The table portrays the component of factors influencing to resignation of technical employees in this research.

Table 12.Independent t-test indicating the difference of turnover intention resignationamong the technical employee group in term of gender

Gender	Turnover Intention			df	t	p
	N	Mean	S.D.			
Male	393	4.28	.427	70.2	-.4.020*****	.000
Female	57	4.54	.467	06		
Total	**450**					

**p<0.05 Significant at the 0.05 level (2-tailed).*

Table 12 show that comparing of turnover intention resignation of technical employees among the groups difference in personal factors as seen in table 12 present a significant difference between gender and turnover intention of technical employees ($p<0.05$) and gender was found based on the t-test analysis. Females have a higher intention (mean = 4.54) than males (mean = 4.28). This result is consistent with previous studies that found females have a higher turnover intention than males [31], [32]. This study describe turnover intention of technical employees different gender, females have a higher turnover intention mean agreement than males.

Table 13 presents the variance of the turnover intention to resignation among the technical employees group in term of gender, age, education level, income, job tenure, technician group and size of organization.

Table 13.The variance of the turnover intention to resignation among the technical employees group in term of gender, age, education level, income, job tenure, technician group and size of organization

Variables	Variance	Sum of Square	df	Mean Square	F	*p*
1) Age	Between	3.155	3	1.052	5.596*****	.001
	Within	83.817	446	.188		
2) Education Level	Between	1.950	2	.975	5.127*****	.006
	Within	85.022	447	.190		
3) Income	Between	2.670	5	.534	2.812*****	.016
	Within	84.303	444	.190		
4) Job tenure	Between	.761	4	.190	.982	.417
	Within	86.211	445	.194		
5) Technician group	Between	6.354	5	1.271	6.999*****	.000
	Within	80.618	444	.182		
6) Size of organization	Between	1.079	2	.539	2.807	.061
	Within	85.894	447	.192		

**p<.05 Significant at the 0.05 level (2-tailed).*

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As seen in table 13 show that the variance of the turnover intention to resignation among the technical employees group in term of gender, age, education level, income per month, job tenure, technical group and size of organization. Result of a difference between age and turnover intention to resignation of technical employees as seen in table 13 a significant difference between age and turnover intention to resignation was also found (p=.001, p<0.05) and the found to be a determinant on turnover intention.

This study, older technical employees have lower turnover intention than young technical employees who is located in other age groups. Previous studies have found similar results and they support this finding that older people have lower turnover intention than young people [33], [32], [34]. As seen in table 14 a result of the analyses between in less than 25 year old, 26-35 year old and 36-45 year old age groups between in 46-55 age groups. There were no significant differences found among less than 25 year old, 25-35 year old and 36-45 year old age group, show this result in table 14.

Table 14.Multiple comparisons turnover intention with age group using Scheffe's method

	Mean difference		
Age	25-35 Year	36-45 Year	46-55 Year
< 25 Year old	.144	.151	.420*
	(.751)	(.708)	(.034)
25-35 Year old	-	.008	.276*
		(.999)	(.005)
36-45 Year old		-	.269*
			(.003)

**p<.05*

Table 14 present result of multiple comparisons turnover intention with age group using Scheffe's method.Result of a difference between education level and turnover intention to resignation of technical employees as seen in table 13 show that a significant difference between education group and turnover intention to resignation was also found (p=0.006, p<0.05) and the found to be a determinant on turnover intention. Technical employees who have higher level of education such as under bachelor and bachelor degree have lower turnover intention than who is located in post-graduate groups.

This finding is similar to that of the earlier research which found that technical employee who have low levels of education have low turnover intention [32], [33], [35]. There were no significant differences found between post-graduate studies, under bachelor and bachelor level, show this result in table 15.

Table 15.Multiple comparisons turnover intention with education level using Scheffe's method

	Mean difference	
Education level	Bachelor	Under bachelor
Post-graduate studies	.261	.141
	(.182)	(.606)
Bachelor	-	.121*
		(.016)

**p<.05*

Table 15 present multiple comparisons turnover intention with education level using Scheffe's method. Result of a difference between income and turnover intention to resignation of technical employeesas seen in table 13 a significant difference between income and turnover intention to resignation was also found (p=0.000, p<0.05) and the found to be a determinant on turnover intention. Technical employees who have income per month rather than 55,000 baht and less than 10,000 baht such as have high turnover intention than who is located in other groups.

This finding is similar to that of the earlier research which found that technical employee who have low income have high turnover intention. This finding corroborates with previous studies that argue staff who have low wage have a higher turnover intention. [36], [31], [37. There were no significant differences found between income per month less than 10,000 baht, 10,000-25,000 baht, 25,001-35,000 baht, 35,001-45,000 baht, 45,001-55,000 baht and income rather than 55,000 baht group, show this result in table 16.

Table 16.Multiple comparisons turnover intention withincome per month using Scheffe's method

Income	Mean difference					
(per month)	<10,000	10,000-25,000	25,001-35,000	35,001-45,000	45,001-55,000	>55,000
Less than 10,000 Baht	-	.177 (.779)	.251 (.455)	.352 (.165)	.087 (.999)	-.151 (.998)
10,000-25,000 Baht		-	.074. (.795)	.175 (.250)	-.090 (.998)	-.328 (.891)
25,001-35,000 Baht			-	.101 (.865)	-.164 (.967)	-.402 (.777)
35,001-45,000 Baht				-	-.265 (.810)	-.503 (.583)
45,001-55,000 Baht					-	-.238 (.987)
Rather than 55,000 Baht						-

**p<.05*

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Table 16 present multiple comparisons turnover intention with income per month using Scheffe's method. Result of a difference between job tenure and turnover intention to resignation of technical employees as seen in table 13 had no significant difference between job tenure group and turnover intention to resignation was also found (p=0.417, p>0.05) and not found to be a determinant on turnover intention.

Result of a difference between technician group and turnover intention to resignation of technical employees as seen in Table 13 a significant difference between technician group and turnover intention to resignation was also found (p=0.000, p<0.05) and the found to be a determinant on turnover intention. Technical employees who work in engineer and computer group (high position) have low turnover intention than other technician group such as have low turnover intention than who is located in other technician groups.

This finding is similar to that of the earlier research which found that who work in lower position have high turnover intention [38], [39].There were no significant differences found between craftsman electrician, mechanic, and electronic technical group, show this result in table 17.

Table 17.Multiple comparisons turnover intention with technician group using Scheffe's method

Technician group	Mean Difference				
	Craftsman	Electrician	Mechanic	Electronic	Computer
Engineer	.478*	.499	-.065	-.059	-.267*
	(.013)	(.051)	(.995)	(.996)	(.001)
Craftsman	-	.021	.175	-.090	-.328
		(1.000)	(.250)	(.998)	(.891)
Electrician		-	-.086	-.080	-.288
			(.994)	(.995)	(.138)
Mechanic			-	.006	-.202
				(1.000)	(.645)
Electronic				-	-.208
					(.570)

**p<.05*

Table 17 present multiple comparisons turnover intention with technician group using Scheffe's method. This table show a significant difference between technician group and turnover intention to resignation was also found (*p*=0.000, p<0.05). Result of a difference between size of organization and turnover intention to resignation of technical employees as seen in table 13 had no significant difference between size of organization group and turnover intention to resignation was also found (p=0.061, p>0.05) and not found to be a determinant on turnover intention.

Finding relationship between the turnover intention to resignation and factors influencing to resignation of technical employees.This study using the multiple regression stepwise method to findrelationship between variables for purpose of predicting future values.

In this study regression analysis was used to determine the significant relationship between the turnover intention to resignation of technical employees and job satisfaction in term of job characteristic, quality of work life and organization commitment determine, if the turnover intention to resignation of technical employees which among the factors have influence on the turnover intention to resignation are the best predictors the resignation of technical employees.And present overall of correlation coefficients between the predictors and factors influencing on the turnover intention to resignation of technical employees in table 18.

Table 18.Correlation coefficients between the predictors and the threshold the turnover intention to resign of the technical employees factor

Variables	TI	JC	QWL	ORG
Turnover Intention (TI)	1.000	.183**	.306**	.390**
Job Characteristic (JC)		1.000	.454**	.410**
Quality of Work Life (QWL)			1.000	.431**
Organization Commitment (ORG)				1.000

***, Correlation is significant at the =0.01 level (2-tailed).*

Table18 present correlation coefficients between the predictors and the threshold the turnover intention to resign of the technical employee factor as seen in the table 18 shows the correlation coefficient of the turnover intention of technical employees and factors that influence the resignation with range from 0.454 to 0.183. In table 18 indicated that there were relationship between turnover intention and Job characteristic, quality of work life and organization commitment; Turnover intention correlated positively with Job characteristic, quality of work life and organization commitment at significant level of 0.01 (*p* =. 000).

The relationship between the individual factors was found: job characteristic correlated positively with quality of work life and correlated organization commitment at significant level of 0.01 (*p* =. 000). Quality of work life (QWL) correlated positively with organization commitment at significant level of 0.01 (*p* =. 000).

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Table 19.Group of predictors significant with turnover intention

Model	Predictor	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	ORG	.390	.152	.151	.40563	.152	80.594*	1	448	.000
2	ORG, QWL	.419	.176	.172	.40047	.0213	12.610*	1	447	.000

1-Predictors: (Constant), ORG;
*2-Predictors: (Constant), ORG, QWL, *p=.05*

Table 20.Coefficients of the turnover intention and predictors

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.979	.416		2.351*	.019
ORG	.369	.055	.318	6.671*	.000
QWL	.364	.102	.169	3.551*	.000

*Dependent Variable: TI (Turnover intention), *p=.05,*
R = 0.419; R2 =. 176; SE =.401; F=47.646, p=.000 < p=.05

Table 21.Correlation coefficients of predictors

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.283	2	.7641	47.646*	.000
	Residual	71.689	447	.016		
	Total	86.972	449			
2	Regression	15.283	2	.7641	47.646*	.000
	Residual	71.689	447	.016		
	Total	86.972	449			

a. Predictors: (Constant), ORG
b. Predictors: (Constant), ORG, QWL
c. Dependent Variavle: TI

Table 19 present group of predictors significant with turnover intention. The results of multiple regression analysis is the predictors that turnover influence on factors influencing to resignation of technical employees. The weight of raw score of organization commitment (ORG) predictors positive impact on the turnover intended resignation of the technical employees were 0.369 and quality of work life (QWL) impact positive the technical employees were 0.364 and with the weight of standard scores was 0.318 and 0.169 (B and Beta in table 20).

Respectively organization commitment (ORG) is a first predictor about the influence the willingness of technical employee to resign highest. These two predictors could explain the variability of the intended resignation of the technical employees. The percentage of predictive power = 17.60%, then predictive power was increased 17.20%, the standard error of the estimate was 0.40047.

Table 20 present coefficients of the turnover intention and predictors. As seen the result of using the multiple regression stepwise method for find the relationship between organization commitment (ORG) and quality of work life (QWL) with the turnover intention (TI). This result found turnover intention significant with organization commitment (ORG) and quality of work life at significant level of 0.05. (p =.000).

As seen in table 21 results of the multiple regression analysis showed that the two significant predictors of turnover intention were organization commitment (ORG) and quality of work life (QWL) to effect the turnover intention to resign of technical employees at level 0.05 in combination accounted for 17.60% of total variance, R=0.419 and the error of estimate was 0.40047, p<0.05 in turnover intention ratings. The prediction equations were

Predict equation in raw score:

Y' = 0.419 + 0.369ORG+ 0.364QWL

Predict equation in Standard score:

Z' = 0.318ORG+ 0.169QWL

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Table 22.Proposed plan of action to lessen the resignation incidencesof technical employees

Key Result Area (KRA)	Objectives	Strategies	Personnel/ Department Concerned
1. Job Satisfaction	To improve job satisfaction of technical employees	1. Ensure that the employees perceive that their work is meaningful by making them realize the importance of their work. 2. Make employees feel accomplished with their work by giving them recognition and by developing fair compensation. 3. Technical employees must realize that their job and work roles are related by giving them employee development programs through seminars and trainings.	HRD and Management
2. Organization Commitment	To improve organization commitment	1.Employees must be committed to the organization by making them feel that they are an important part of the organization through team building activities. 2.Establish an open communication between employees and management. 3. Employees must be sent to trainings and seminars so they will prepared to accept and perform jobs assigned to them.	HRD and Management
3. Turnover Intention	To lessen the turnover of technical employees	1. Engage employees in different company activities so they will fell they are important in the organization. 2. Increase the level of employees commitment to their organization to lessen resignation of employees. 3. Use prediction equation of turnover intention to monitor and report to the top management.	HRD

CONCLUSION AND RECOMMENDATION

The results of this study have important implications that it explores the turnover intention of the staff in industry based on demographic factors and the factors such as job satisfaction, quality work of life and organization commitment. The results of Pearson Correlation and Multiple Regression proved that there was a significant positive correlation between job characteristic, quality work of life and organization commitment and turnover intention. In addition, the study is restricted to technical employees in some provinces of Thailand provided that the study was performed in a different scale or different areas of industry with different technical employees' profiles. It could reach different conclusions.

It is recommended that the Management may devise HR Department to develop HR policy and implement planning for develop performance of technical employees. HR Department may recommend to the management to increase the level of employees' commitment to their organization and decreasing the level of turnover intention by clearly mentioning their role to play and by decreasing their family conflict for female employees. Management and HR Department may conduct training skill for technical employees.

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