



**THE RELATION FACTOR OF EMPLOYEE  
TURNOVER INTENTION OF THAI UNION  
GROUP IN MAHACHAI, SAMUT SAKHON.**

**(TUG) THAILAND**

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## Abstract

**Research Title:** The Relation Factors of the Employee Turnover Intention of Thai Union Group in Mahachai, Samut Sakhon. (TUG)Thailand.

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This paper focuses on the employee turnover intention at Thai Union Group Company in Samut Sakhon in Mahachai related to job benefits, job description and job satisfaction. Therefore, this research paper represented a sample of the employees who work at the Thai Union Group dealing with employee turnover intention in Samut Sakhon in Mahachai. The feedback and attitudes of employees were taken for empirical research. So, this study was focused on the factors of influence, such as job benefit, job description and job satisfaction of the employee turnover intention at Thai Union Group Company in Samut Sakhon in Mahachai.

Both primary and secondary data sources were used to ask research questions. Questionnaires were collected from Myanmar migrant employees at Mahachai and its area who worked at factories, fishing, construction and other jobs to gather primary data about their job satisfactions towards all variables in this study. Survey were conducted to understand the right target and approach towards the research, questionnaires were used as thee surveys for this research.

The sample size, calculates method for this research as follows:  $N = 800 / (1 + 800(0.05^2))$ , Therefore  $n = 266.66$ . Therefore, the researchers took 267 respondents as sample size for this study.

The results of job benefit were the most significance factors specific tasks at work and Job benefit was statistically significance at the 0.05 level in line with the respondents of survey.

The correlation analysis revealed that the factors related to job benefit at Thai Union group at MahaChai was at the significance level of .269, and qualification and your salary fit on worker was .269 and get salary in time was .586 according to statistic of SPSS in line with the research data.

The result showed that the right person for organization was closely link to job satisfaction, job description relationship, job satisfaction and turnover intention. Many findings have shown that recruiting the person who appropriately fits the salary and employee qualification at the job specifications will have low rates of absenteeism and turn over intentions. Researcher found insignificant relation between person organization fit and turnover intention because we have only choosed company, as there is no multinational firm here and every one consider him/herself fit for the organization and that's is why it shows no significance realtion.

**Keywords:** job benefit, job decription, job satisfaction employee turnover intention.

Approved by

.....  


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## CHAPTER-1

### 1. Introduction

Thai Union Group Company is one of the main industries of business growth in Mahachai, Thailand. It was founded in 17, March, 1997. The headquarters was at Samut Sakhon in Mahachai and the president and CEO were Kraisorn Chansiri and the executive Chairman was Cheng Niruttinanon. There were 49,000 employees working in that Company. That company produced seafood (frozen, canned, chilled) and the revenue of that company was 140 billion baht according to Thai Union Group report in 2017 and the net income of in that company was 6 billion baht in 2017 and 146.3 was total assets and 48.2 was total equity (Thailand Retail Industry report, 2017). Thai Union group was operated worldwide countries such as France, Ghana, Poland, Portugal, Papua New Guinea and Scotland, Vietnam and USA etc.

The company was founded in 1977 by Chinese-born businessman Kraisorn Chansiri. It started out as a seafood processor and exporter, and later expanded into contract manufacturing, supplying products to be sold under big global brands. In 1995, the founder's son, Thiraphong Chansiri, took over the post of CEO from his father at age 30. It was then that the company started selling products under its own name by acquiring renowned brands.

In 1997, it purchased a 50% stake in U.S. tuna major Chicken of the Sea International. Other acquisitions include John West of the U.K. and Petit Navire of France, both the leading canned fish brands in their home markets.

While tuna generates nearly half of its sales, the shrimp, sardine and mackerel businesses are also significant sources of revenue.

In this study, researcher was analysis the influence of the key factors of employee turnover intention related to job benefit, job description, job satisfaction at Thai Union Group, Samut sakhon in Mhhachai with different

level. This study researcher will explore the relationship between employee turnover intention at Thai Union Group related to job benefit, job description and job satisfaction in Mahachai, Samut sakhon, Thailand.

## **1.2 Background of the study**

### **Employee Turnover Intention**

Turnover of Employee intention factors which is influenced by job benefit, job description and job satisfaction. Sut I Wong Humborastad, Chad Perry, (2011) pointed out what turnover of employee was the reason of business loss of organization. It can be cuts and reduce the significantly opportunity of job proficiency. According to Foreman (2016), the cause of turnover of employee intention could be broken down as three groups; job benefit, description of job and satisfaction of job.

The factor which was employee turnover intention is about salary that they were provided by employers at the industry. Apart from the salary, the cause of employee turnover intention is feeling of their job or places related to their satisfaction what they expected between the job and person such as right position and right person. So, in this research explore employee turnover intention concern with job benefit, job description and job satisfaction focus on Thai Union Group Company in Samut Sakhon in Mhhachai. Researcher will analyze the feedback of employees who work at that company and analyze the data what are the factors of employee turnover intention of this company.

### **1.3 Statement of the problem**

Thai Union Group industry in Samut sakhon in Mhhachai was lose resources of human and undergo the costs of corrected with employee turnover when employees leave their jobs, (Yang, 2014). Employee turnover rate was highly increasing the costs of productivity (Lam et al, 2012). So, turnover of

employee was considered as a negatively relationship with the factors; job benefit, job description and job satisfaction of Company and service due to mood of employee as well as profitability and other activities (Kim and Jogaratnam, 2010).

The impact of employee turnover intention on Thai Union Group industry in Samut sakhon in Mhhachai was divided into two categories such as indirect and direct influences of industry. Indirect factor of influence was the costs of training and hiring extra new employees. The other factors, on the other hand, the direct influences occur when the employees were not satisfied concern with their job benefit, Job Description and Job Satisfaction decreased (Faldetta, 2013). Therefore, in this study was investigated the cause of problems in this Company.

#### **1.4 Research Objectives**

The aims of this research were to analyze the factors of influencing turnover of employee intention at Thai Union Group in Samut sakhon in Mhhachai based on the related research variables; job benefit, job description and job satisfaction. The objective of this study is as follow;

1. To analyze how relationship between job benefit and employee turnover intention.
2. To examine how relationship between job description and employee turnover intention.
3. To explore how relationship between job satisfaction and employee turnover intention.

#### **1.5 Scope of Study**

This paper focuses on employee turnover intention at Thai Union Group Company in Samut sakhon in Mhhachai related to job benefit, job description and job satisfaction. Therefore, this research paper was representative as sample of the employees who work Thai Union Group dealing with employee turnover intention in Samut sakhon in Mhhachai. The feedbacks and attitudes of employees were taken for empirical research. So, this study was focused on the factors of influence such as job benefit, job description and job satisfaction of employee turnover intention at Thai Union Group Company in Samut sakhon in Mhhachai.

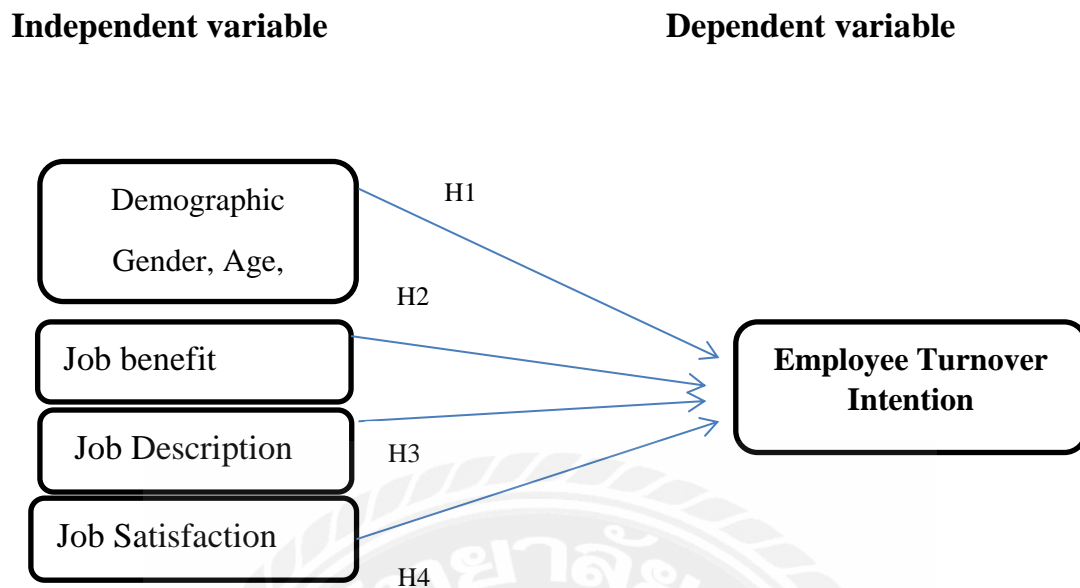
### **1.6 Significance of Study**

The significance of this study would help Thai Union Group of managers and employees to understand clearly the influence factors of employee turnover intention in order to lead much more attention of the management style of employee turnover intention at the company. The outcomes and related theory could be useful for the future research which analyzing the influence factors of employee turnover intention concern with job benefit, job description and job satisfaction at Thai Union Group industry in Samut sakhon in Mhhachai.

### **1.7 Conceptual Framework**

In this research, the conceptual framework was setup based on literature review and theories of previous research papers and academic papers. In this framework, dependent variable is employee turnover intention and independent variable is job benefit, job description and job satisfaction as shown below.

**Figure: 1 Conceptual framework model**



### 1.8 Hypothesis of the Study

According to account of the model proposes, it should be positive influence of job benefit, job description, job satisfaction to employee turnover intention at Thai Union Group industry in Samut sakhon in Mhhachai. (Huang, 2013). Conceptual framework and hypothesis of research shows as follow;

**H1:** There is relationship between job benefit and employee turnover intention.

**H2:** There is relationship between job description and employee turnover intention

**H3:** There is relationship between job satisfaction and employee turnover intention.

### 1.9 Variable of the Study

In this study, demographic such as gender, age, income etc., job benefit, job description and job satisfaction are independent variables. On the other hand, employee turnover intention is dependent variable.

### **1.10 Definition of term**

**Job benefit** define that according to the article from International Benefits Network, the term “Job benefits” refers to non-wage compensation provided to employees in addition to wages or salary. This can include a wide range of benefits including social security benefits, retirement and death benefits, medical care, sickness benefits, long-term care, child care, tuition fees, housing allowances, company cars, profit-sharing, share-options, termination indemnities, relocation assistance, shopping discounts. Lawteacher.net, June (2018)

**Job description** means an informative documentation of the scope, duties, tasks, responsibilities and working conditions related to the job listing in the organization through the process of job analysis. Job Description also details the skills and qualifications that an individual applying for the job needs to possess. It basically gives all the details which might be good for both the company and the applicant so that both parties are on the same page regarding the job posting. Basically, job analysis is bifurcated into two components namely job description. (The Economic Times, 2017)

**Job Satisfaction** defines as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences. It includes: Pay satisfaction, Supervisory satisfaction, Co-worker satisfaction, Promotion satisfaction. Holmberg, (2016)

**Turnover intention** refers to employees intend to leave the organization which he/she working present. Turnover is the process through which staff leave a business or organization and that business or organization replaces

them. Turnover intention is a measurement of whether a business' or organization's employees plan to leave their positions or whether that organization plans to remove employees from positions. Turnover intention, like turnover itself, can be either voluntary or involuntary.



## CHAPTER-2

### 2. Literature Review

This paper describes the review of literature so that can be analyze the significance variable and to investigate the influence of employee turnover intention related to job benefit, job description and job satisfaction and related research of Thai Union Group Company in Samut Sakhon in Mhhachai.

#### 2.1 Industry overview

The world seafood of Thai Union Group is baton bringing high quality, healthy, , and avant-garde seafood manufacture more than 40 years in the world.

Today, Thai Union is considered as the world's better ambassador of shelf-stable Tuna products with anniversary sales beyond THB 135 billion (US\$ 4.03 billion) and all the around workforce of over 49,000 bodies who are committed to beat sustainable, avant-garde seafood products.

As a aggregation committed to addition and globally amenable behavior, Thai Union is appreciative to be an affiliate of the United Nations All-around Compact, and a founding affiliate of the All-embracing Seafood Sustainability Foundation (ISSF). In 2015, Thai Union alien its Sea Change sustainability strategy.

Thai Union's on-going assignment on sustainability issues was accustomed by its admittance Tuna products Industry in the DJSI, while additionally actuality listed for the fifth beeline year. Thai Union is additionally allotment of the FTSE4 Good Emerging Index and the champ of abounding awards for its arch assignment on sustainability.



## **Tuna industry**

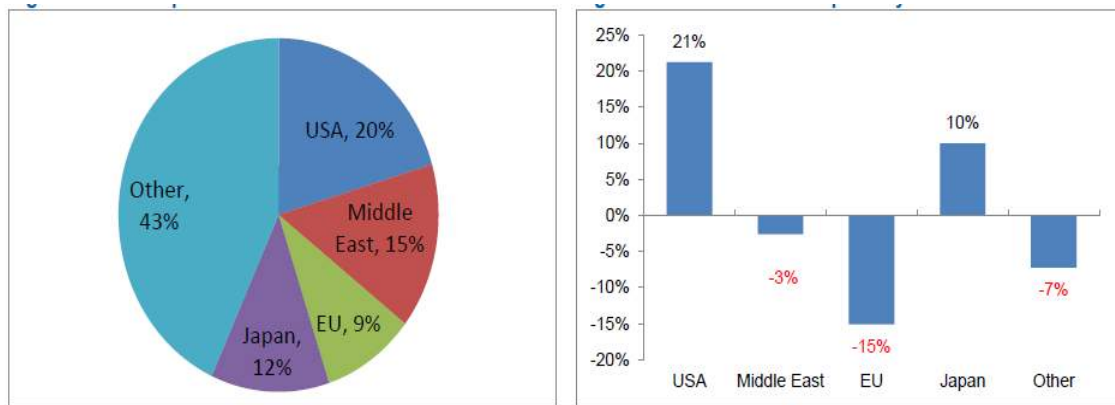
We remain sure on the long haul prospects to those Thai Tuna industry, as Generally speaking fish utilization need proceeded should develop because of climbing wage for every capita, urbanization and the health-food pattern that is getting to be that's only the tip of the iceberg standard. We imagine the Ubiquity from claiming fish will expansion likewise it still moderately Shabby and will be simple with transform.

Skipjack fish will be beyond question those significant species found what's more utilized for consumption, took after by yellowfin Also bigeye, which summon higher costs. We also surmise Thailand need An geographic preference Concerning illustration a worldwide supplier because of its area between two critical angling fact (Indian sea and pacific Ocean), which have those practically fish in the world, and in addition great marine transport associations with The majority significant business sectors.

Alternate noteworthy points of interest for Thailand over remote fares particularly in the us business are easier pay costs What's more solid exchanging network, which if assistance Thailand remain as the world's biggest producer and exporter about fish in the in length haul. However, the Thai tuna industry had a tough year in 2017, after facing a sharply higher tuna raw material prices during year. This was due to:

- i. Lower quotas for yellowfin in the Indian Ocean due to sustainability issues;
- ii. Lower catch rates in the Atlantic Ocean due to bad weather conditions.

## **Thai Union Group export destination**



### Tuna export the rest of the world

Thai fish business cooperation affirmed 12% YoY decay done downright fish send out volumes in 2017, because of those decrease done globe fish supply. However, the industry still figured out how with post a build to fare quality in both USD Also thb terms. Send out qualities On thb expanded Eventually Tom's perusing 0. 2% to scope THB77. 8bn same time fare values to USD expanded Toward 3. 8% will USD2. 3bn, because of those appreciation of the thb.

Primary clients for thai fish fares stayed the us at THB15. 8bn alternately 20% for downright exports, accompanied by the center east What's more japan In 15% Also 11% separately.

Tuna production anticipates that fish send out volumes to increment to 582,000 tons (4. 5% YoY) done 2018, same time downright send out esteem in both USD and thb terms would anticipated on hit record highs to the most recent three quite some time at USD2. 3bn and THB79. 2bn separately.

On general, the structure of the fish business over thailand may be a oligopolistic particular case. TU will be huge enough will overwhelm those market, permitting it on turn into a business sector cost pioneers same time the opposite more modest organizations are price-takers.

## Tuna export the rest of the world

Quantity (Ton)				
	2015	2016	2017	2018F*
Total tuna exports	626,971	633,780	556,999	582,000
Growth YoY (%)	-5.14%	1.09%	-12.11%	4.49%
Value (THB Million)				
	2015	2016	2017	2018F*
Total tuna exports	74,094	77,650	77,823	79,200
Growth YoY (%)	-11.05%	4.80%	0.22%	1.77%
Value (USD Million)				
	2015	2016	2017	2018F*
Total tuna exports	2,200	2,216	2,302	2,306
Growth YoY (%)	-15.09%	0.73%	3.88%	0.17%

TU is highly

competitive at both the domestic and global levels due to the scale of its business. Its current production capacity and concentration of markets allow it to gain even more competitive advantages in reducing transportation costs, improving supply chain coordination, and providing more opportunities to increase control over its inputs.

However, there remains several factors that could impact the Thai tuna industry and are beyond TU's control. These include exchange rate volatility, changes in minimum wage rates, and changes in tariffs on trade agreements that affect the tuna industry.

## 2.2 Turnover intention

Turnover intention means like an employee's decided for leaving the present job and search for new other one.

\

Employee turnover intention was of vital importance factors that was influenced by employees in Thai Union Group related to job benefit, job description and job satisfaction (Sut and Chad, 2011). Employee turnover intention was due to the economic losses of organization. It can be reduced most of the job efficiency according to Foreman, (2016). The reasons of employee's turnover intention could be divided into three parts such as job benefit, job description and job satisfaction.

In job benefit, one of the most important key factors of employee turnover was providing salary by employers. The other reason of employee turnover intention was feeling the job or workplace is not what they expected. Furthermore, there was mismatch among the job position and person that they are actually working and there was too little coaching and feedback to their job owner. And then, there were few growth and career opportunities employees feel devalued and unrecognized employees feel stress from overworked and unjustified and loss of trust and confidence in seniors or managers at the work place (Yazinski, 2013)

The results of Wright and Bonett, (2010) has shown that there were two categories of employee turnover intention such as involuntary and voluntary. Employee turnover intention in voluntary occurs when an employee wants to leave from the job and eventually decides to live organization with variety causes. It was similarly the employee believed a position that has a better treatment whether physical or spiritual with a different company.

Moreover, there were variety situations to leave the job from the company due to layoffs or poor job description and job benefit and job satisfaction. Some of the scholars have explained that most of the employee intent to work or leaving is related to job satisfaction (Mathicu and Zajac, 2010) Furthermore, Wright and Bonett, (2010) also argued that if employee do not get delight form their job, they will looking for other opportunities which could be given them happiness and satisfaction. So, employee turnover

intention was cause of job satisfaction significantly. Moreover, job benefit, job description and job satisfaction was pour on the attitudes of employees dealing with their job and company but turnover intention was actual left out Form Company. (Price, 2010)

On the other hand, Lee and Mowday, (2013) stated that it was negative influence between employee turnover intention and job satisfaction at any industry or Company. Mobely, (2010) described that employee turnover intention rate can be reduced by managers and need to adjust the relationship between employees and supervisor or subordinates so that can be reduce stress from job and manager. That is why, employee need to improve job benefit, job description and job satisfaction to reduce the negative intention of turnover in a company.

### **2.3 The factor of Job benefit influence employee turnover intention**

Job benefit factor can influence to employee turnover intention because it was concern with low organization knowledge, low customer satisfaction, low employee morale, high selection costs and high training costs (Barkak, Nissly, and Levin, (2011). Most of the researchers also have shown that high employee turnover intention was related to lower job benefit of employee (Bedeian, Kemery, and Pizzolatto, 2012). Moreover, the decision to turnover is often the final outcome of an individual's experiences in a company

Coincidentally, a lot of studies have analyzed turnover intention as a criterion to evaluate the influence of variety of organizational processes such as selection, training and mentoring (Barrick and Zimmerman, 2015). So, realizing the factor of employee turnover intention that can influence provide organizations the opportunity to reduce selection and training costs increase the morale of employee and job satisfaction and enhance organization productivity. (March and Simon, 2013)

## **2.4 The influence of job description to employee turnover intention**

Creation for job description was the most important of influence for employee at any company to reduce employee turnover intention (Matheas, Gouthier, Miriam Rhein, 2011). Job description were mostly created by compiling the salient information gathered in the analytical of job.

According to Jacqueline, Mayfield pointed out that to be retain employee or reduce turnover intention in a company, they must offer clear job description for employee such as career advancement opportunities and clear information dealing with their job at the company. Casper and Buffardi, (2014) also mentioned that availability of team structure, benefits, supportive supervisor and manager were the influence factors of attracting and retaining for employee turnover intention at the company.

Many researchers have argued that the reason of employee turnover intention was the balance of work-life, family, the conflict of chances increase the retention at the company (Anderson, 2012) Some researchers have suggested that work-life of organization, job benefit and job description were linked positively to employee turnover intention (Allen, 2011 and Behson1 2015)

## **2.5 The factor of influence job satisfaction and employee turnover intention**

The factor of job satisfaction can be influence to employees' turnover intention in the company if the employee was not satisfaction with their job or employees have also a higher casual of leaving form the Company (Kim and Park, 2014). Moreover, in the research of military in US officers, that paper has shown that the influence of employees turnover intention and job satisfaction

were related factors each other as vice versa at the organization (Huffman, Casper and Paync, 2014).

On the other hand, if the employee is satisfied with its job, then there is less chance of turnover. Consequences of frequent studies have given the proof of a strong negative relationship of job satisfaction with turnover intentions (Mannheim et al., 1997; Abraham, 1999). After an interference to enlarge the degree of employee satisfaction, turnover intentions decrease considerably (Abraham, 1999).

It was association between employee turnover intention and a reduction in job satisfaction. In the conception of some authors were namely: Saeed, Waseem, Sikander and Rizwan, (2014) noted that in the same organization two hundred employees supported a negative relationship strongly ( $p=422$ ), ( $P=0.000$ ) between job satisfaction and employee turnover intention at the company.

According to the research (Kuo, Lin and Li, 2014), employee turnover intention was a strongly correlation with job satisfaction and reduced employee turnover intention at the company. Kuo, Lin and Li (2014) stated that the study was 137 of total long term care nurse took part with high relationship with job satisfaction and negative conception of employees turnover intention as shown the results ( $b= - 0.36$   $P < 0.001$ ). So, in order to reduce employee turnover intention, they need to get job satisfaction with their jobs within the organization (Palanski, Avey and Jiraporn, 2014) This research paper determined that employee turnover intention was influenced by those factors; job benefit, job description and job satisfaction at Thai Union Group in Samut sakhon in Mhhachai.

## **2.6 Related Research of Thai Union Group**

(TUG)

TUG ambient seafood sales in 3Q18 were THB 16,806 million, up 0.4 percent year-on-year. Sales contribution from the frozen and chilled seafood business fell 8.1 percent year-on-year to THB 13,037 million, and Pet Care and value-added product sales fell 5.4 percent to THB 4,331 million over the same period last year due partly to Thai Baht appreciation against the US dollar at 1.2 percent year-on-year.

The operating profit is THB 1,834 million, up 33.1 percent year-on-year. The stringent cost control prompted one percent selling, general and administration (SG&A) expense decline year-on-year.

"Further, Thai Union is the only seafood company—and only food company to be rated number one in the world by the DJSI, performing the best out of all the companies producing food listed.

Thai Union also recently participated in the second annual Bali Process Government and Business Forum held in line with the Bali Process on People Smuggling, Trafficking in Persons and Related Transnational Crime, co-chaired by Indonesia and Australia in Bali. Additionally, Thai Union stated its support for the Bali Process Acknowledge, Act and Advance (AAA) Recommendations, set as a pathway for action to achieve Target 8.7 of the UN Sustainable Development Goals (SDGs) and eliminate transnational crimes currently afflicting people throughout the Indo-Pacific region.

To coincide with World Food Day, the company also released a series of short video interviews featuring participants involved in a World Food Programmer (WFP) study supported by Thai Union to model the impact of a



planned universal national school meals program on the economy in Kenya. Preliminary results will be announced next year and should provide valuable insights to the Kenyan government about its plan for a universal lunch program that feeds all schoolchildren in Kenya. This project could show an ability to dramatically improve the nutrition of schoolchildren while boosting local economies with one single policy, while demonstrable success will pave the way for similar initiatives on a global level in both developed and developing nations.

The Thomson Reuters Foundation, the philanthropic arm of the world's largest news and information provider, nominated Thai Union as one of six companies shortlisted for its prestigious annual Stop Slavery Award. Nominees also include Apple and Unilever, among others, representing a range of industries from seafood and fashion to financial services and technology. Thai Union was honored at Ethical Corporation's 8th Annual Responsible Business Awards for sustainability leadership, receiving the coveted Business Leader of the Year Award, and shortlisted in three other key categories, including: Sustainability Report of the Year; Human Rights; and Supply Chain Management in partnership with WWF-UK.

And the Business Intelligence Group, which at the end of July announced winners for its 2018 Sustainability Awards to honor those who have made sustainability an integral part of business practice, included Thai Union in two categories, including Sustainability Leadership of the Year as well as the company's digital traceability pilot project for Sustainability Initiative of the Year.

In September 2018, Mer Alliance, a Thai Union subsidiary, announced its intention to sell or close the Edinburgh Salmon Company (ES Co), located in Dingwall, Scotland, after sustaining continuing losses averaging USD 5 million annually.



## CHAPTER-3

### 3. Research Methodology

In this part of the study, the methodology option available to the researcher is explored and state the research approaches used by the researcher in this research. The research methodology begins with the research philosophy that consist of the values and assumption, which carries the rationale for examination. The analysis of the research method aids in interpretation the information and help in defining the conclusion (Bailey, 2011).

Moreover, the selected research method will aid in measuring, the independent variables to the dependent variable. In this research, the independent variable is job benefit, job description and job satisfaction at Thai Union Group at Samut Sakhon in Mahachai. In this research, the researcher reveals the research methodology available and define the detail of those methods and state the reasons for selecting certain research method for this study.

Furthermore, the philosophy analysis the manipulation of the reality with the variations which suits for many different situations. This positivism philosophy is suitable for finding the past data, past researches data and theories that can be repeated for analyzing in the future research. As this research intends to explore; defining employee turnover intention related to job benefit, job description and job satisfaction at the Thai Union Group in Samut sakhon in Mhhachai.

#### 3.1 Research Approaches

The deductive and inductive reasoning are the two most employed research approaches in the research. As this study involves to analysis the

factors of employee turnover intention influenced by job benefit, job description and job satisfaction. The research approach matches the need of the research and closely associated with framework defined in the first chapter.

The selection of the deductive approaches also justified the selection of positivism philosophy. Also, the framework and the related theories are defined in earlier chapters and then the data are collected by primary method. The primary method helps the researchers to collect the data from Thai Union Group Company in Samut sakhon in Mhhachai. All the data generate by the primary research is considered validated and confirm to the related framework, the theories that are used to tell the recommendation to the topic.

### **3.2 Research Design**

They are three types of research design; descriptive research, causal research and exploratory research. The descriptive research involved with statistical data or number and the descriptive research is also classified as the numbers data. This design comely related with the research objectives, benefits of the study, ideas and time or location, the research design makes by the expense of the research and it is easily available to the research (Creswell, 2013). Moreover, the research of this research selects the descriptive research design, as this research design best matches the deductive method and the positivism philosophy. Also, the employees research design aids the researcher to answer the what, when, where, how and who questions.

However, the research needs to focus on the three analytical research methods such as, the mix research methods, qualitative method and quantitative research methods. Focusing on those research methods will help results in the successfulness of the research (Creswell, 2013). The research methods must demonstrate the strategies that the study is proposed to employ for this research

and in a way to advise the research methods, the data collected for the analysis is through the questionnaire.

According to Creswell (2014), the study must consist the information (data) and theoretical viewpoint that the researcher is bringing into the research. This is done to analysis the bias that occurred during the research process that is required to investigate. The bias is in the forms of choice and research methods which need to be deployed in order to select the data form (Vogt et al, 2012).

### **3.3 The Research strategy available to this study**

The researcher of this study, employ the primary and secondary research. Moreover, the researcher obtains the secondary data from articles, online journals, online academic sources, case studies on employee turnover intention and journals on job satisfaction and the collected data support the framework stated previous part. Also, the collected data from many resources help the researcher to create the conceptual framework for this research. The factors state in the framework is used in conducting the primary research. As the researcher selected the deductive method, which is related and result to the selecting of the quantitative research. Therefore, the researcher of this research used the primary research to carry out by using the quantitative strategy.

### **3.4 Target Population and the Sample for the research**

Veal (2005) defined population as “the total of category of subject that is the focus of attention in particular research project”. This research focuses on the target the population of respondent’s employees who are working at Thai Union Group in Samut sakhon in Mhhachai, the respondents needed to be Thai employees and other workers in that company.

According to Sekaran (2013) the “sampling is a process of choosing a sufficient number of element/cases/individuals from the population, where the population is the entire group of people, events, or elements of interest that researcher’s desire to investigate”. This study uses the convenience sampling technique and further employs the quota sampling technique to collect the data by using the non-probability sampling techniques for this study. In this research, 261 population sample was selected from the population of employees who work at Thai Union Group in Samut sakhon in Mhhachai. The samples consist of the respondents from different sex, level of education, age, the occupation, age and monthly income. All the sample target age is more than 18 years old.

### **3.5 Collecting Data**

The relevant literature, online journal on job benefit, job description and job satisfaction, past researches, articles, textbook and other useful online or offline sources are the core source for collecting the secondary data for this study.

Moreover, the primary data for this study is used to collect the data by distributing the questionnaires to the targeted Thai Union Group in Samut sakhon in Mhhachai. During the time of data gathering the researcher keep the collected data in confidential and encrypted. Moreover, the data are obtained from the respondents who are volunteering for participants in the survey or individual willing answering the questionnaires. All the data collected in the process is analysis of SPSS software, as it commonly used programs and best suited for the numerical calculations.

The goal for all data collection is to capture quality evidence that then translates to rich data analysis and allows the building of a convincing and credible answer to questions that have been posed.

There are three types of data collection and they are;

- 1) Surveys: Standardized paper-and -pen or phone questionnaires that ask predetermined questions.
- 2) Interviews: Structured or unstructured one-on-one directed conversations with key individuals or leaders in a community.
- 3) Focus groups: Structured interviews with small groups of like individuals using standardized questions, follow-up questions, and exploration of other topics that arise to better understand participants.

### **3.6 Analysis of Data**

The core goal of this study is to achieve the data from 261 respondents and as those 261 respondents will aid in producing the desirable outcome. Researcher will collect the data the random sampling technique method in this study. However, the survey is given and reached all the age segments of the total respondents. As the all the data is collected from the survey, the research carries out the next main step which is to enter the numeric data into SPSS software. As the software will analysis the numeric data into more statistical figure to resolve the discussion.

According to Sabine Landau and Brian, Everitt, (2011) the SPSS software aids the researcher to find out the co-relation between independent variables and dependent variable of information input. In the process the co-relations are formed between the dependent and independent variables that is important of the information which is needed during the research.

Moreover, the collected information from the questions in the questionnaire is evaluated with the aid of the SPSS program application in a manner to create the output for analysis purpose. In this study the research uses the inductive method with suite the descriptive research design that is used to examine the percentage of the dependent and independent variables to state the

mean score and the standard deviation of the sample unit. According to Bryman and Bell (2012), the descriptive method is employed to analyze the factors of influenced by job benefit, job description and job satisfaction at the Thai Union Group in Samut sakhon in Mhhachai.

### 3.7 Sample Size

The researcher used the Yamane (2009) formula to calculate the sample size for this study:  $n = \frac{N}{1 + N(e^2)}$  Where  $n$  represents the sample size, Population size is represented capital  $N$  and  $e^2$  Represent the level of precision ( $\pm 5\%$ , or at the 95 % confidence level).

The sample size, calculates method for this research as follows:  $N = 800 / (1 + 800(0.05^2))$ , Therefore  $n = 266.66$ . So, the researchers take 267 respondents as sample size for this study.

### 3.8 Coding Structure

Coding structure is useful in processing the data and analyzing the data and interpreted the data to generate an interpretation to analyze the data to research questions. Zikmund, (1997) defined “the process of identifying and classifying each answer with a numerical score or other symbol” and the coding sample are collected as follows; 1 means Excellence, 2 Good, 3 means Fair, 4 poor, and 5 No idea.

Myanmar migrant employees from Mahachai and its area were asked to rate the level of agreements based on a five point of the Likert rating scale with providing the various statements regarding to the factors that employees' satisfaction such as stability and security, job condition and working-legality dealing with factories, fishing, construction and other works. The coding structures that will be used in the questionnaire of this research are as follows:



**Targets' approach:**

(1) Strongly satisfied, (2) Satisfied, (3) General, (4) Dissatisfied and (5) Strongly dissatisfied.

Stability and security, Job condition and working-legality (1) Strongly satisfied, (2) Satisfied, (3) General, (4) Dissatisfied and (5) Strongly dissatisfied

Age structure (years): (1) Under 20, (2) 21-35, (3) 36-40, (4) 41-45, (5) over 45,

Gender: 1 = Male, and 2 = Female

Education: 1 =under graduated, 2=graduated, 3= post graduated

Income: 1= less than 10,000 B, 2=10,001-12,000 B, 3=12,001-18,000 B, 4=upper 18,000

This study will employ the SPSS software, as the software benefits the researcher as it easy to use and appropriate in handling data (Gaur, 2006); therefore, the SPSS software will be employed in this study.

**3.9 Primary and Secondary Data**

Both primary and secondary data source were used to ask research questions. Questionnaires are Myanmar migrant employees from Mahachai and its area who work at factories, fishing, construction and other works to gather primary data about their job satisfactions towards the all variables in this study. Survey are conducted to understand the right target and approach towards the research, questionnaires are used as the survey surveys for this research.

The Secondary sources were used from newspapers, books, internet, related works and textbooks, academic articles and journals related to employee's turnover intention at Thai Union Group in Mahachai.



## CHAPTER-4

### 4.1 Research findings

This Chapter describes the analysis of data and report the results that researcher has found how the responses were responded calculating by Statistical Package for Social Sciences (SPSS) software, dealing with gender, age, income, marital status, occupation, education level and related to job benefit, job description and job satisfaction are relationship between employee turnover intention at Thai Union Group in Samut Sakhorn Mahachai.

First of all, the researcher use Descriptive statistical tests to analysis **Mean** and **Deviation** on implication concern with tourism towards royal initiative to promote the relationship between china and Thailand. Furthermore, a frequency analysis was determined by frequency table of demographic such as gender, age, marital status, occupation, monthly income and education level dealing with Chinese tourists and Thai people who visited at Grand Palace in Bangkok related to promote tourism towards royal initiative between China and Thailand.

Second, the researcher explain the **Independent Sample Mean t-test** to analysis the **Mean** how relationship between China and Thailand dealing with tourism related to innovation and promotion mutually, mutual trust and friendly feelings and people and culture exchanges between two countries.

Finally, Correlation Standard Mean and reliability Analysis and One Sample Test of Variances identifies to assess in the point of view of research in the purpose of relationship between Chinese and Thai across demographic outline and statistical tests for main effects.

**Table: 1 Frequency of Gender**

		<b>Gender</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	110	40.6	41.2	41.2
	female	157	57.9	58.8	100.0
	Total	267	100.0	100.0	

Table 1 shows the frequency of gender of in this research male were 110 frequency or 40.6% and female respondent were 157 frequency or 97.9% in this survey at Thai Union Group in Samut Sakhorn Mahachai. So female respondents were more than male respondents.

**Table: 2 Frequency respondents of age**

		<b>Age</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 20	24	8.9	9.0	9.0
	21-30	150	55.4	56.2	65.2
	31-40	61	22.5	22.8	88.0
	41-50	22	8.1	8.2	96.3
	over 50 years	10	3.7	3.7	100.0
Total	267	100.0			

Table 2 shows the frequency of age, between 21 to 30 was the most respondent of 150 or 55.4%, 31 to 40 was second most respondent of 61 or 22.5%, less than 20 years was 24 or 8.9 respondent and between 41 to 50 and over 50 years were 22 or 8.1% and 10 or 3.7 respondent.

**Table: 3 Frequency of Marital Status**

What is your marital Status?					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	single	155	57.2	58.1	58.1
	married	92	33.9	34.5	92.5
	Divorced	20	7.4	7.5	100.0
	Total	267	98.5	100.0	
Missing	System	4	1.5		
Total		271	100.0		

According to table 3 of frequency show that singles were 155 or 57.2% respondent, married respondent were 92 or 33.9% and the last one divorced were 20 or 7.4% respondent in this research.

**Table: 4 Frequency of Occupation**

Occupation					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	general worker	206	76.0	77.2	77.2
	supervisor	37	13.7	13.9	91.0
	Team Leader	24	8.9	9.0	100.0
	Total	267	100.0	100.0	

Table 4 the frequency of occupation show that general workers were the most respondent of 206 or 76%, where the supervisor and team leader were 37 or 13.7% and 24 or 8.9% respondent in this study.

**Table: 5 Frequency of monthly income**

		Monthly Income			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 10,000 B	30	11.1	11.2	11.2
	10,001-12,000 B	69	25.5	25.8	37.1
	12,001-18,000 B	133	49.1	49.8	86.9
	upper 18,000	35	12.9	13.1	100.0
Total		267	100.0	100.0	

Monthly income of frequency table 5 show that the majority of monthly income between 12,001 to 18,000 were frequency of 133 or 49%, between 10001 to 12,00 B were 69 or 25.5% respondent, less than 10000 B and upper 18000 were 30 or 11% and 35 or 12% respondent perceptively.

**Table: 6 Frequency of educational level**

		Education Level			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not graduated	122	45.0	45.7	45.7
	Graduated	131	48.3	49.1	94.8
	post Graduated	14	5.2	5.2	100.0
Total		267	100.0	100.0	

According to table 6 of frequency of education level, most of the employees of Thai Union group at graduated were 131 or 48%, not graduated were 112 or 45% and post graduated were 14 or 5% respondent in this study.

## 4.2 Data analysis and statistics

The results of Independent variables referring to table 7 is Descriptive statistics and Correlations the factors of employee turnover intention at Thai Union Group in Mahachai dealing with satisfaction level of job benefit, job description and job satisfaction related to specific tasks at work, salary, bonus, compensation, public holiday and job position to employee turnover intention was statistically significance at the 0.005 level, show confidence interval of the difference.

According to SPSS software's statistics dealing with satisfaction level such as job benefit, job description and job satisfaction effected with employee turnover intention to Thai union group at Mahachai show that strongly satisfied, satisfied, general, dissatisfied and strongly. The satisfaction of employee turnover intention's decision use to analyze of average Mean and Std. deviation of descriptive statistics and correlations describe as following Tables.

**Table: 7 Descriptive statistics and Correlations of job benefit**  
Descriptive Statistics

Job benefit	Mean	Std. Deviation	N
What is your satisfaction level of your working Specific tasks in your work?	2.51	1.020	267
What do you think that your qualification and your salary fit on it?	1.74	1.064	267
Do you get salary in time at your company?	2.46	.927	267

### Correlations

Job benefit		specific tasks	qualification and your salary	salary
What is your satisfaction level of your working specific tasks in your work?	Pearson Correlation Sig. (2-tailed) N	1 267	-.068 .269 267	.437** .000 267
What do you think that your qualification and your salary fit on it?	Pearson Correlation Sig. (2-tailed) N	-.068 .269 267	1 .034 267	.034 .586 267
Do you get salary in time at your company?	Pearson Correlation Sig. (2-tailed) N	.437** .000 267	.034 .586 267	1 267

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

According to Table 7, the results of job benefit were most significance factors specifics task at the work (Mean) 2.51, (St.) 1.020 and qualification and your salary fit on the work (Mean) 1.74 (St.) 1.064 respondents as statistically. Job benefit was statistically significance at the 0.05 level in line with the respondents of survey.

The correlation analysis revealed that the factors related to job benefit at Thai Union group at Maha Chai was at the significance level of .269, and qualification and your salary fit on worker was .269 and get salary in time was .586 according to statistic of SPSS in line with research data.



**Table 8: Descriptive and correlation of job description and job satisfaction****Descriptive Statistics**

Job description and job satisfaction	Mean	Std. Deviation	N
Thai Union Group Company have high rate employee turnover intention?	1.5056	.50091	267
Are you satisfaction with your current salary and promotion?	2.7715	1.24009	267
Are you satisfied working with your coworkers?	4.4569	14.33858	267
Are you satisfied with the policy and rules of company dealing your job?	3.0187	.99038	267

**Correlations**

		Thai Union Group Company have high rate employee turnover intention?	Are you satisfaction with your current salary and promotion?	Are you satisfied working with your coworkers?	Are you satisfied with the policy and rules of company dealing your job?
Thai Union Group Company have high rate employee turnover intention?	Pearson Correlation	1	-.055	.092	.223**
	Sig. (2-tailed)		.367	.135	.000
	N	267	267	267	267
Are you satisfaction with your current salary and promotion?	Pearson Correlation	-.055	1	-.100	.539**
	Sig. (2-tailed)	.367	.102	.000	.000
	N	267	267	267	267
Are you satisfied working with your coworkers?	Pearson Correlation	.092	-.100	1	-.014
	Sig. (2-tailed)	.135	.102	.822	.822
	N	267	267	267	267
Are you satisfied with the policy and rules of company dealing your job?	Pearson Correlation	.223**	.539**	-.014	1
	Sig. (2-tailed)	.000	.000	.822	.822
	N	267	267	267	267

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

According to table 8 Descriptive Statistics show that Thai Union Group Company have high rate employee turnover intention was Mean 1.5 and St. .50091 out of sample size of 267. Moreover, Are you satisfaction with your current salary and promotion was Mean 2.7715, St. 1.24009, Are you satisfied working with your coworkers was Mean 4.4569, St. 14.33 and Are you satisfied with the policy and rules of company dealing your job was Mean 3.0187, St. .99 in this statistics according to SPSS.

According to Pearson Correlation, Thai Union Group Company have high rate employee turnover intention the factors of job description and job satisfaction were significance level of 000. So it is significantly relationship with employee turnover intention and job benefit, job description and job satisfaction at Thai Union group at Mahachai.

#### One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Thai Union Group Company have high rate employee turnover intention?	267	1.5056	.50091	.03066

One sample statistics show that Thai Union Group Company have high rate employee turnover intention was Mean 1.5, Std. 50091 and Std. Error mean .03066.

### One-Sample Test

Job benefit, job description and job satisfaction	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Thai Union Group Company have high rate employee turnover intention?	49.115	266	.000	1.50562	1.4453	1.5660

According to one-sample Test, the results of employee turnover intention at Mahachai were most satisfy with high rate employee turnover intention was Mean=1.5.562  $P < .000$  which means there is relationship between employee turnover intention and Job benefit, job description and job satisfaction at Thai Union Group at Mahachai.

## CHAPTER-5

### 5.1 Conclusion

The results are partly consistent with prior studies to determine the connecting links between job benefit, job description job satisfaction face match the turnover intentions. Create enhanced work environments that reinforce the support of the leadership of workers acting on expert judgment and job description is needed to enhance Thai Union Group and work satisfaction. Enhanced job satisfaction will finally lead to a reduction in the intention to leave the Thai Union Group.

The results of job benefit were most significance factors specifics task at the work (Mean) 2.51, (St.) 1.020 and qualification and of salary fit on the work (Mean) 1.74 (St.) 1.064 respondents as statistically. Job benefit was statistically significance at the 0.05 level in line with the respondents. So, employee turnover intention was influenced by job benefit of employees who work at Thai Union Group Samut Sakorn in Mahachai.

The correlation analysis revealed that the factors related to job benefit at Thai Union group at MahaChai was at the significance level of .269, and qualification and salary fit on worker was .269 and get salary in time was .586. It means when the employees have job benefit at their work place, it can be reduced employee turnover intention at the Thai Union Group Company.

Furthermore, influence factors of employees turnover intention according to objective of study was the based salary and compensation will reduce the turnover intension shortly, employees who perceived high support of leadership and low pressure are most likely to stay longer as compared to other employees. This research offers supervision for creating an effective working environment, transformation is required in this approach to understand the

differences between inside and outside. Employee stress had a strong negative relationship with turnover intentions.

The conclusions show that the job description will influence the willingness of employee turnover intention. When the level of job description is high, turnover intention is low. It is found by researchers that the level of employee involvement in self-governing work and problem solving is linked with lower turnover intentions (Batt et al. 2002). According to this review, the presence of a common system of job appraisal and work committee are lined with lower turnover rates (Wilson and Peel, 1991).

The result shows that the right person for organization is closely linked to job satisfaction, job description relationship, job satisfaction and turnover intention. Many findings have shown that recruiting the person who appropriately fits the salary and employee qualification at the job specifications will have low rates of absenteeism and turn over intentions. (Saga & Batista, 2001). Researcher found insignificance relation between person organization fit and turnover intention because researchers have only choose Thai Union Group as there is no multinational firm here and every one consider him/herself fit for the Company that's is why it shows no significance relation.

This relationship is further supported by a series of studies that determine job satisfaction at Thai Union Group precursor. As a positive emotional response, it is reasonable to assume that job satisfaction would be negatively correlated with behavioral intentions in turnover.

## **5.2 Discussion**

Intention to leave or quit is greatly affected by lack of commitment to Thai Union Group, job benefit, job description and job-satisfaction. In conclusion,

this research was conducted successfully referring to the application of the model and the results generated. Throughout this research, the best and most effective investigation can be done to get the best results by rooms of improvement for better understanding this topic.

This demonstrates that the overall affairs and research goals can be achieved. Nevertheless, this study had limitations. Future researchers can take this survey as a benchmark and see this with their own eyes and come up with a better research study. Workload monitoring and supervisory subordinate relationships from the management can not only reduce employee turnover intention, but can also increase job satisfaction, job security and commitment to the organization.

Moreover, given their importance in quitting intentions, managers must monitor both the extrinsic and intrinsic sources of job satisfaction provided to workers. This in turn may reduce the intention to quit, and subsequent turnover, saving organizations the high financial cost and efforts required for the recruitment, admission and training of replacement staff. However, the research does not end there, as well as other variables, described by us as push-pull factors should be considered in long-term studies.

### **5.3 Limitations and Future Research**

Three important limitations of this study ought to be noted. First, research have a tendency to propose a model of causative factors will cause turnover intentions which subdued the entire technique. However, different factors like reward systems, gender, management policies, organizational culture that will dilute or have an effect on the causative chain planned during the research paper.

Second, though the analysis field has been tested here, finally the answers in different industries embrace separate analyze. Whereas any generalization of the findings to alternative trade sectors need attention, variations between teams found quite according to variations represented (Williams et al, 2001?. Spector, 1982).

The third limitation is that the results cannot be taken as representative of all the staff round the world as a result of terribly closed nature of sample. Indeed, cultural psychologists recommended that national cultural variation will have an effect on workers assessment and higher cognitive processes (Lau and NGOs in 1996? Lok and Crawford, 2004).

For example, it's commented that collectivist cultures embrace a good social network wherever individuals expect others (e.g. supervisors) to figure them and back them up in any aspect, good or bad (Hirokawa and Dohi, 2001). Therefore, without further investigation by the cultural perspective, it would be a little premature to form a generalization applicable to all or any circumstances. Instead, the main focus of this study ought to be restricted to a look at of the idea examines the impact of past conditions and mediators of the intentions of employees turnover.

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## APPENDIX

### QUESTIONARE

#### Part 1. General Information

##### Q1) Gender

Male

Female

##### Q2) Age

Less than 20

21-30 years old

31-40 years old

41-50 years old

50 over year

##### Q3) Marital Status

Single

Married

Divorced

##### Q4) Occupation

General worker

Supervisor

Team Leader

**Q5) Educational level**

- Primary School                       Middle School  
 High School                               Graduated

**Q6) Income**

- Less than 10,000 B                       10,000 – 12,000 B  
 12,000- 15,000                               15,000 – 20,000  
 Over 20,000

**Part 2: Questions on Job benefit**

Q7) What is your satisfaction level of your salary in time at your company?

- (1) Strongly satisfied,  
(2) Satisfied,  
(3) General,  
(4) Dissatisfied  
(5) Strongly dissatisfied.

**Q8) What is your satisfaction level of your health care benefit and compensation?**

- (1) Strongly satisfied,  
(2) Satisfied,  
(3) General,  
(4) Dissatisfied

(5) Strongly dissatisfied.

**Q9) What is your satisfaction level of your public holidays and bonus?**

- (1) Strongly satisfied,
- (2) Satisfied,
- (3) General,
- (4) Dissatisfied
- (5) Strongly dissatisfied.

**Questions on job description**

Q10) What is your satisfaction level of your working specific tasks in your work?

- (1) Strongly satisfied,
- (2) Satisfied,
- (3) General,
- (4) Dissatisfied
- (5) Strongly dissatisfied.

Q11) what do you think that your qualification and your salary fit on it?

- 1) Strongly satisfied,
- (2) Satisfied,
- (3) General,
- (4) Dissatisfied
- (5) Strongly dissatisfied.

Q12) Do you think that you have specific job position in your company?

- 1) Strongly satisfied,
- (2) Satisfied,
- (3) General,
- (4) Dissatisfied
- (5) Strongly dissatisfied.

**Question on Job Satisfaction**

Q13) Are you satisfaction with your current salary and promotion?

- 1) Strongly satisfied,
- (2) Satisfied,
- (3) General,
- (4) Dissatisfied
- (5) Strongly dissatisfied.

Q 14) Are you satisfied working with your coworkers?

- 1) Strongly satisfied,
- (2) Satisfied,
- (3) General,
- (4) Dissatisfied
- (5) Strongly dissatisfied.

Q 15) Are you satisfied with the policy and rules of company dealing your job?

- 1) Strongly satisfied,
- (2) Satisfied,
- (3) General,

(4) Dissatisfied

(5) Strongly dissatisfied.

**Part 3: Overall employee turnover intention**

Q 16) Do you think that Thai Union Group Company have high rate employee turnover intention or low rate employee turnover intention.

Yes

No

