

PalArch's Journal of Archaeology of Egypt / Egyptology

FACTORS INFLUENCING TO TURNOVER INTENTION OF IMPORT - EXPORT COMPANIES' STAFF IN BANGKOK

Rungarun Khasasin¹

¹Human resource management in japan Faculty of Business Administration
Thai-Nichi Institute of Technology Phatthanakan Rd, Suan Luang, Bangkok

E-mail: lek_rungarun@yahoo.co.th, rungarun@tni.ac.th

Rungarun Khasasin. Factors Influencing To Turnover Intention Of Import - Export Companies' Staff In Bangkok-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 18(4), 2557-2580. ISSN 1567-214x

Keyword: Clarity Of Work, Internal Politics, Comparison With The Labour Market, Turnover Intention

ABSTRACT

The aim of this research is to study influence level and verify an accordance of the factors influencing to turnover intention of import - export companies' staff in Bangkok, by using quantitative research methods for verify model accordance via collected data with 540 import export' staffs in Bangkok. And second-order confirmatory factor analysis and structural equation modeling. The finding found the clarity of work model included working condition and job description, internal politics model included supervisor and performance management and comparison with the labour market model included compensation and work progress.

Which clarity of work model, internal politics model and comparison with the labour market model influencing to turnover intention were developed had consistent with empirical data. (Chi-square/df = 1.362, p = 0.243, GFI = 0.999, CFI = 0.998, TLI = 0.987, NFI = 0.992, RMSEA = 0.026) Clarity of work had positive influence to internal politics, comparison with the labour market and turnover intention, which had internal politics and comparison with the labour market were mediator variable. In addition, comparison with the labour market had positive influence to internal politics and turnover intention as well as internal politics had positive influence to turnover intention as well. The variation of turnover intention was Influenced by clarity of work, internal politics and comparison with the labour market 55%

BACKGROUND AND SIGNIFICANCE OF THE PROBLEM

Human resources are valuable and vital to organizations because humans have knowledge, capabilities and creativity in new developments that propel organizations toward goals effectively. Business operation or administration effectiveness is not dependent on only tools, machines, equipment and technology, but also quality personnel with knowledge, capabilities morals and ethics. However, if supervisors or administrators do not pay attention or recognize the importance of employees' work, particularly at low levels, employees will have no satisfaction in working, causing employees to perform work or duties and responsibilities without reaching full capacity and work ineffectively with outcomes shown as lack of responsibility, motivation, regular absence, work transfer and resignation. These factors create waste. Moreover, human resources are an important factor in driving the organization because human resources are the organization's most important cost. Even though an organization has a good management system, lack of personnel with suitable characteristics at sufficient numbers for work will prevent the organization from achieving goals. Therefore, human resources departments should manage and allocate personnel in the organization to work at full efficiency while creating happiness at work to make employees remain in the organization as long as possible without thinking of resigning. This prevents organizations from losing personnel with expertise in the field of work because acceptance of new personnel creates costs for the organization to recruit and train new personnel to replace old personnel who already have expertise and resigned.

Resignation from the organization is a burden and cost for companies or organizations because companies or organizations invested in personnel development and personnel had worked for period of time. Resignations create more expenses that results returned from that person (Gilmer, 1971, P. 265). Employee resignation rates are indicators of investment waste. In another view, employee resignations cause organizations to lose reputation. High resignation rates have effects on job applicants' confidence in the organization regarding security in remaining with the organization in addition to having effects on the morale of employees working in the organization. These effects cause many organizations to make efforts to maintain employees in the organization for as long as possible. If an organization can discover problems effectively, that organization will be able to solve problems accurately. Losses or effects from resignation can be interpreted monetarily, creating a clear and visible interest for administrators to see losses. Correcting the aforementioned losses can create benefit for organizations by reducing expenses from wages due to lower loss of recruitment, training and development expenses. Furthermore, this will help employees have promotion opportunities and create balance between the organization and employees, which will have positive effects in achieving the organization's goals.

Currently, international imports and exports are a major factor driving business growth. International imports and exports enable importers to seek new product models with better quality or lower prices than in the importer's

country and exporters can sell products to other countries. Furthermore, imports and exports are an indicator of a country's income.

Imports are the importation of products from abroad into the country for uses or business operations. Imported products are usually products not available in a country or not produced in a country. When importing products, importers must strictly adhere to regulations prescribed by the Customs Department or associated agencies. Thailand usually imports raw materials (goods used in production such as sodium), cost products (tools and machines used in production), fuel products, consumer products and automobile industry products, etc. Exports are the delivery of products or sale of products and services in the country to other markets from the point of origin to the destination by land, sea or air. In exporting products, the organization involved is the Customs Department. Products can be exported through paperless customs clearance by sending electronic data to the Customs Department's computer system according to standards specified by the Customs Department and the Customs Department will process data to allow products to be exported. Most of the products exported by Thailand are agricultural products, agro-industrial products, gemstones, fuel and industrial products (products used in assembly or production processes such as steel used in automobile production processes (Source [online]: <https://blog.giztix.com/import-export>; searched on 10 October 2020). Most of the Bangkok area has locations of main offices or branches of more than 700 import-export companies ((Source [online]: <https://www.ctat.or.th/ctat-member-search-result.aspx?geo=2&type=&keyword=>; searched on 10 October 2020). Employees, particularly low level employees, are vitally important in driving these import-export companies' organizations.

Therefore, the researcher's interest is in studying the factors influencing termination intentions among import-export company employees in the Bangkok area in order to learn issues consisting of clarity of work, internal internal politics, comparison with the labor market and termination intentions that support or benefit employees in working and living to help retain good employees in the organization for a long time, create loyalty to the organization and cause employees to have love and pride in the organization, resulting in effective work, positive performance, sales and income with positive results for the organization's image and performance. These issues are expected to be major variables affecting termination intentions among import-export company employees in the Bangkok area.

RESEARCH OBJECTIVES

1. To study levels of influence over termination intentions among import-export company employees in the Bangkok area.
2. To test the consistency of the model of factors influencing termination intentions among import-export company employees in the Bangkok area (clarity of work, internal politics, comparison with the labor market and termination intentions).

RESEARCH HYPOTHESES

Hypothesis 1 – Clarity of work has a positive influence over internal politics.

Hypothesis 2 – Clarity of work has a positive influence over comparison with the labor market.

Hypothesis 3 – Clarity of work has a positive influence over termination intentions.

Hypothesis 4 – Comparison with the labor market has a positive influence over internal politics. Hypothesis 5 – Internal politics has a positive influence over termination intentions.

Hypothesis 6 – Comparison with the labor market has a positive influence over termination intentions.

SCOPE OF THE STUDY

Content Scope

Clarity of work, internal politics, comparison with the labor market and termination intentions.

Population Scope

The population and the sample in this study was 540 employees of import-export companies in the Bangkok area (Comrey and Lee, 1992).

Time Scope

– October-November 2020, a total of 2 months.

EXPECTED BENEFITS

The findings from this study on the factors influencing termination intentions among import-export company employees in the Bangkok area were expected to have benefits in the following two areas:

Expected Academic Benefits

The findings can be applied to increase academic knowledge by expanding knowledge related to factors influencing termination intentions among import-export company employees in the Bangkok area (clarity of work, internal politics, comparison with the labor market and termination intentions). In addition, the findings were expected to increase and build knowledge in the future.

Expected Benefits from Application

1. The findings are expected to provide guidelines for organization administrators to use findings in specifying organization/company regulations

to be flexible and within legal principles to allow employees to comply without becoming stressed.

2. The findings are expected to provide information for executives to clearly plan self-improvement of employees in each field of work in order to provide promotion opportunities for employees.

3. The findings are expected to provide information for executives in making appropriate job designations for employees and in working as a team to reduce instances where employees take advantage of colleagues' work.

4. The findings are expected to provide guidelines for organization executives to be able to manage the organization/company in areas such as building job security for employees, creating motivation among employees, retaining employees in the organization, providing suitable returns, organizing environments suitable for work to make employees dedicated and pay attention to work without resigning prematurely. Employee resignation rates are indicators of investment waste. In another view, employee resignations cause organizations to lose reputation. High resignation rates have effects on confidence among the organization/company's job applicants.

5. The findings can be applied to reduce employee resignation rates, which will reduce the organization's expenses and increase work efficiency.

6. The findings were expected to be applied to find preventive methods in the organization in the area of employee entry-exit rates.

LITERATURE REVIEW

Concepts and Theories Related to Clarity of work

Awareness and understanding of workloads and duties, responsibilities, scope of work, decision-making authority for the position and assignments that fit employees' expertise (Kagan. 1972) consists of the following:

1. Working conditions are a factor with influence over a person's working capabilities, causing the researcher to be interested in studying factors influencing termination intentions among import-export company employees in Bangkok. From the literature review, working conditions based on the concept of Moos (1986) are suitable for factory personnel and support units in psychological areas including physical environments which may cause stress from work and physiological changes from pressured emotions and minds.

2. Job description is a document with all job specifications and associated items including signatures of inspection and certification of importance or benefits from writing new job descriptions as a Role Profile.

Clarity of work is employees' clear knowledge and understanding of scope of work, burdens, duties, responsibilities, working conditions and job

descriptions for work and ability to perform work well and correctly based on personal capacity or ability.

Concepts and Theories Related to Internal Politics

Certain actions by organization members create lack of understanding, suspicion or injustice from not receiving clear explanations or reasons for understanding in performance assessments, promotions and work opportunities. These actions consist of:

In the area of supervisors, supervisors who use morals in administration without becoming involved in managing relationships between employees and treat all employees fairly will cause employees to feel respected by colleagues, supervisors and subordinates, causing the company to have no division at work with a focus on teamwork

In the area of performance assessment, companies consider employee merits or assess employee performance with fairness under a merit system. Employees have good awareness of criteria or key performance indicators for performance assessments. Companies assess performance clearly and transparently on an annual basis with clear and transparent key performance indicators.

In short, internal politics has significant effects on employees' decision to resign. Every employee wishes to work in the organization forever. However, employees have reasons that influence decisions to resign. Internal politics is an important issue in terms of supervisors. In particular, if executives manage with ethics or refuse to become involved in managing relationships between employees and treat all employees fairly, employees will feel respected by colleagues, supervisors and subordinates without division in the company. By focusing on teamwork, employees will not resign, etc.

Concepts and Theories Related to Labor Market Comparisons

Results from using feelings and thoughts concerning current work conditions to compare with labor markets or other persons in the same profession or different fields in various areas such as returns for work, wages, benefits, bonuses, organization location, rules, regulations, career progress and organization security cause employees to be dissatisfied with work because that work does not meet the person's needs, causing the person to intend to resign to find work models that meet needs. Factors which cause resignations among import-export company employees in the Bangkok area consisting of clarity of work, internal politics and comparison with the labor market are factors that cause dissatisfaction and intention to resign or seek new work to meet needs. In this study, the researcher reviewed literature and found comparison with the labor market to have the following issues:

In the area of compensation, companies provide returns for work such as salaries, wages, benefits, good and appropriate bonuses and including monetary and non-monetary returns for work. Employees feel satisfied and proud toward management, returns from work received from the company and have returns from work adjusted annually and have returns equal or equivalent to other companies along with work progress. Companies support work progress for every employee and have appropriate work progress when compared to competitors. In the labor market for import-export companies, companies have significant opportunity for work progress. Work progress pushes employees to remain in the company and interest in work performed by employees creates work progress.

Concepts and Theories Related to Termination intentions

Termination intentions are employees' thoughts to resign from being the organization's personnel when employees have opportunities to work at a new organization or change occupations in the near future. Therefore, termination intentions are an important factor in predicting resignations from work.

In conclusion, resignations from work occur when employees are willing and are unwilling. Resignations from work may occur from many factors. Some factors may be from workers, colleagues and supervisors. Regardless of the factor causing resignation, resignations have direct and indirect effects on the organization's performance efficiency. In addition, employees' loss of membership in the organization may be with employees' consent or without employees' consent because the organization arranged for resignations.

IMPORT-EXPORT

Currently, Thailand's import-export industry is more likely to grow. However, the industry is affected by the strengthening of the baht currency, which is more likely to strengthen with ongoing negative effects on the import-export sector. However, the import-export sector remains an indispensable part of the Thai economy.

Import is the work of importing products from abroad by ship, air freight, truck or rail. Importers must monitor product prices, transportation expenses and insurance costs. Furthermore, when products arrive at ports or airports, documents must be prepared to show information to the Customs Department, pay import taxes and other expenses in order to release products.

Export is the work of overseeing details in transporting products from the country abroad by negotiating with foreign buyers in the areas of price, transportation routes, expenses and insurance costs. Import-export work requires coordination with many agencies such as the Customs Department, the Ministry of Commerce, the Board of Investment or the Thai Industrial Standards Institute, etc. Furthermore, import-export companies' work also involves documentation work such as compiling invoices for customers, checking internal and external document accuracy, checking products for collection or making inquiries for information. Import-export companies must

have knowledge of BOI privileges, free trade zone privileges and control all necessary documents. Import-export work systems are part of a transportation-related work system requiring significant coordination at the national and international levels. Therefore, import-export work must be detailed, thorough and well-coordinated (Source of Reference Data [online]: <https://blog.giztix.com/import-export>; searched on 10 October 2020).

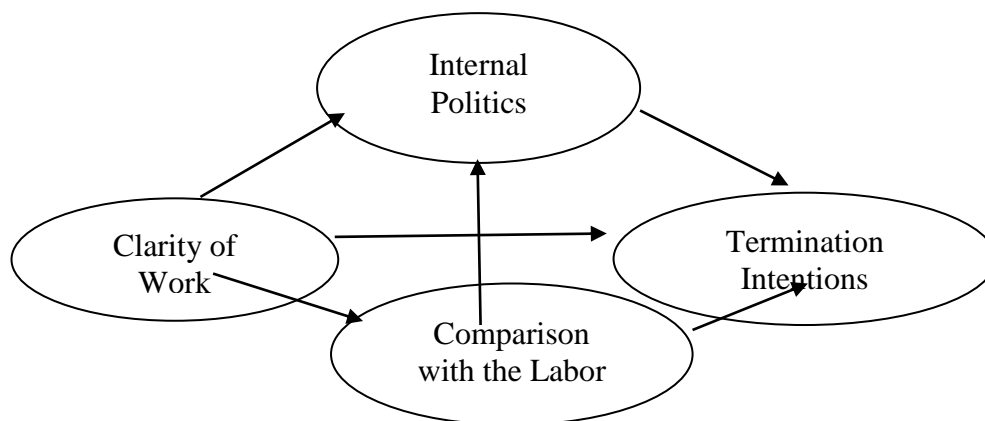


Figure 1 – Conceptual Framework

METHODOLOGY

This study was quantitative research. Data were collected from the literature review in Chapter 2, including development of associated conceptual frameworks and theories to obtain more complete research findings such as scale developments, questionnaire handouts, processing with descriptive statistics and structural equation modeling (SEM). The findings were discussed, summarized and additional recommendations from the study were provided. Structural equation modeling used the AMOS program.

The population in this study was 540 private company employees in the Bangkok area (Comrey and Lee, 1992). The subjects were selected by multi-stage sampling). Sample size was determined to have sufficient suitability for representing the target population. Minimum sample size was determined by using path analysis with structural equation modeling statistics (SEM). The researcher specified the sample size based on the Rule of Thumb. Comrey (1973) recommended setting suitable sample sizes by setting the number of subjects used in a study at no less than 200 subjects (Kline, 2010). Furthermore, Schumacher & Lomax (2010) recommended using a sample size of 15-20 subjects per observable variable parameter for this type of study, which was consistent with Anderson & Gerbing (1988). In this study, the researcher had 21 observable variables in the model. Therefore, a suitable and sufficient sample size for this study should be 150-200 subjects in line with the concept of Comrey and Lee (1992) who recommended a sample size of 500 subjects as good criteria. This is because this study is a multivariate analysis and a structural equation modeling from the literature review to increase reliability and provide sufficient subjects for data analysis. However, for maximum accuracy and to replace reply rates from the subjects and facilitate assessment and data analysis, the researcher used a sample size of

540 subjects. The researcher checked data for accuracy and had completed questionnaires which were useful for analysis from 540 subjects, which was sufficient and larger than the minimum sample size for data analysis by structural equation modeling (SEM).

Data Collection Instruments

Data collection instruments consisted of a questionnaire with a 5-level rating scale under consistency of questions with operating definitions. The questionnaire passed content validity testing and each question should not have a score lower than 0.707 and must have statistical significance (Henseler Ringle & Sinkovics, 2009). In the area of reliability, every variable was found to have an alpha coefficient of 0.979. In the area of discrimination power, every question was found to have a value of more than 0.50. Thus, the questionnaire met standard criteria (Crano et al., 2015).

Data Analysis Statistics

1. Statistics used in basic testing of conditions for structural equation modeling (SEM) consisted of the following:

- 1) Skewness and kurtosis and;
 - 2) Multicollinearity testing was performed by using Pearson's correlation coefficient.
2. Hypothesis testing statistics used in this study consisted of the following: 1) confirmatory factor analysis and structural equation model modelling. Model fit indices in Table 1 were used.

Table 1 – Model Fit Index

| Model Fit Index | Acceptable Criteria |
|------------------------|----------------------------|
| p-value of Chi-square | > 0.05 |
| CMIN/DF | ≤ 3 |
| GFI | ≥ 0.90 |
| TLI | ≥ 0.90 |
| CFI | ≥ 0.90 |
| NFI | ≥ 0.90 |
| RMSEA | ≤ 0.08 |

Source: Hair et al. (2010)

Furthermore, consideration was given to construct reliability (PC). 1) Average variance extracted (PV) and standardized factor loading where PC must be higher than 0.60, PV must be higher than 0.560 and standardized factor loading must be higher than 0.50 to be within acceptable criteria (Kaiwan, 2013) and 2) analysis of direct effects, indirect effects, total effects and predictive coefficient (R^2).

FINDINGS

The results from skewness and kurtosis analysis from data distribution analysis found skewness to be from -1.280 to 1.038 and curtosis was found to be from 1.606 to 0.884. Skewness was from -3 to +3 and kurtosis was from -10 to +10, indicating variables had normal data distribution (Yuttha Kaiwan, 2013) as shown in Table 2.

Table 2 – Skewness and Kurtosis of Observed Variables

| Observed Variables | Skewness | Curtosis |
|--------------------|----------|----------|
| WC1 | .027 | -.244 |
| WC2 | -.217 | -.653 |
| WC3 | .117 | -.418 |
| JD1 | .388 | -1.654 |
| JD2 | .016 | -.594 |
| JD3 | .065 | -.133 |
| SP1 | 1.038 | -.157 |
| SP2 | .211 | -.962 |
| SP3 | -.279 | -1.157 |
| PM1 | .599 | -1.460 |
| PM2 | -.006 | -1.150 |
| PM3 | -.636 | -.704 |
| CP1 | -1.280 | .884 |
| CP2 | -.742 | -.647 |
| CP3 | -.528 | -1.533 |
| WO1 | -.219 | -1.606 |
| WO2 | -.318 | -1.461 |
| WO3 | -.656 | -.860 |
| TI1 | -.867 | -1.008 |
| TI2 | -.307 | -1.509 |
| TI3 | -.587 | -1.022 |

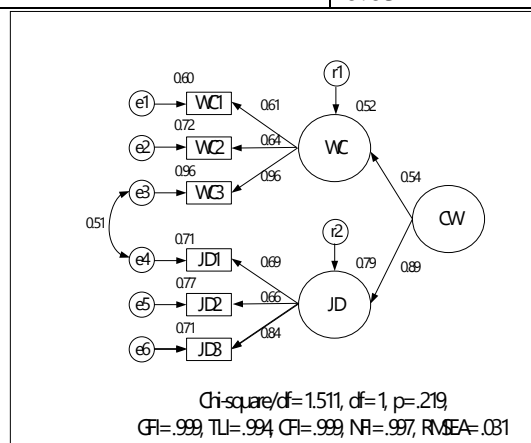
Analysis of correlation coefficients between 21 observable variables in 102 pairs found every pair to have a positive correlation with statistical significance at 0.01 and 0.05. Variable correlation coefficients did not exceed 0.80, resulting in no multi-collinearity (Kanlaya Vanichbuncha, 2017; Yuttha Kaiwan, 2013).

First and second confirmatory analysis of the model for measuring clarity of work, the model for measuring internal politics, the model for measuring comparison with the labor market and the model for measuring termination intentions revealed the following findings:

The model for measuring clarity of work from confirmatory factor analysis was shown in Table 3 and Figure 2.

Table 3 – Confirmatory Factor Analysis of the Model for Measuring Clarity of Work

| Model Fit Index | Analysis Result |
|-----------------------|-----------------|
| p-value of Chi-square | 0.219 |
| CMIN/DF | 1.511 |
| GFI | 0.999 |
| TLI | 0.994 |
| CFI | 0.999 |
| NFI | 0.997 |
| RMSEA | 0.031 |

**Figure 2** – Clarity of Work Measurement Mode

According to Table 2 and Figure 3, the results from the confirmatory factor analysis of the model for measuring clarity of work found clarity of work (CW) to have a construct reliability (PC) of 0.72, an average variance extracted (PV) of 0.57 and a standardized factor loading of 0.50 with statistical significance at 0.05 ($|z| > 1.96$) (Yuttha Kaiwan, 2013). Every index can be seen to have met criteria. Therefore, the model for measuring clarity of work from confirmatory factor analysis fitted with evidence-based data.

The model for measuring internal politics from confirmatory factor analysis was shown in Table 4 and Figure 3.

Table 4 – Confirmatory Factor Analysis of the Model for Measuring Internal Politics

| Model Fit Index | Analysis Result |
|-----------------------|-----------------|
| p-value of Chi-square | 0.130 |
| CMIN/DF | 2.289 |
| GFI | 0.997 |
| TLI | 0.987 |
| CFI | 0.998 |
| NFI | 0.996 |
| RMSEA | 0.049 |

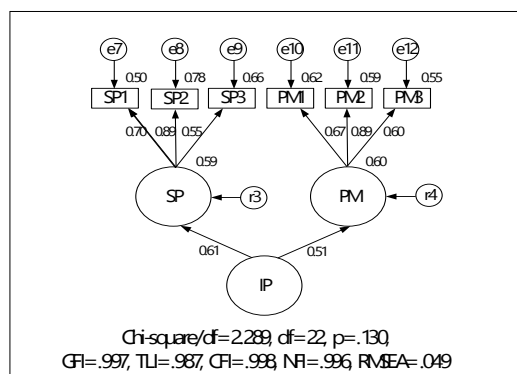


Figure 3 – Internal Politics Measurement Model

According to Table 4 and Figure 3, the results from the confirmatory factor analysis of the model for measuring internal politics found internal politics (IP) to have a construct reliability (PC) of 0.68, an average variance extracted (PV) of 0.51 and a standardized factor loading of 0.51-0.61. When consideration was given, construct reliability (PC) was considered to be over 0.60, average variance extracted (PV) was considered to be over 0.50 and standardized factor loading was over 0.50 with statistical significance at 0.05 ($|z| > 1.96$) (Yuttha Kaiwan, 2013). Therefore, every variable of the model for measuring internal politics had reliability from confirmatory factor analysis.

3.3 The model for measuring comparison with the labor market from confirmatory factor analysis was shown in Table 5 and Figure 4.

Table 5 – Confirmatory Factor Analysis of the Model for Measuring Comparison with the Labor Market

| Model Fit Index | Analysis Result |
|-----------------------|-----------------|
| p-value of Chi-square | 0.256 |
| CMIN/DF | 2.978 |
| GFI | 0.996 |
| TLI | 0.985 |
| CFI | 0.996 |
| NFI | 0.998 |
| RMSEA | 0.075 |

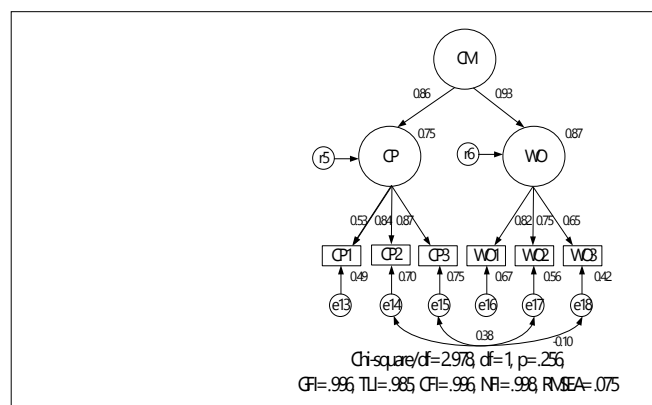


Figure 4 – Model for Measuring Comparison with the Labor Market

According to Table 5 and Figure 4, the results from the confirmatory factor analysis of the model for measuring comparison with the labor market found comparison with the labor market to have a construct reliability (PC) of 0.66, an average variance extracted (PV) of 0.50 and a standardized factor loading of 0.86-0.93. When consideration was given, construct reliability (PC) was considered to be over 0.60, average variance extracted (PV) was considered to be over 0.50 and standardized factor loading was over 0.50 with statistical significance at 0.05 ($|z| > 1.96$) (Yuttha Kaiwan, 2013). Therefore, every variable of the model for measuring comparison with the labor market had reliability from confirmatory factor analysis and the model for measuring comparison with the labor market fitted with evidence-based data from confirmatory factor analysis.

3.4 The model for measuring termination intentions from confirmatory factory analysis was shown in Figure 6 and Figure 5.

Table 6 – Confirmatory Factor Analysis of the Model for Measuring Termination Intentions

| Model Fit Index | Analysis Result |
|-----------------------|-----------------|
| p-value of Chi-square | 0.062 |
| CMIN/DF | 2.775 |
| GFI | 0.995 |
| TLI | 0.950 |
| CFI | 0.983 |
| NFI | 0.975 |
| RMSEA | 0.057 |

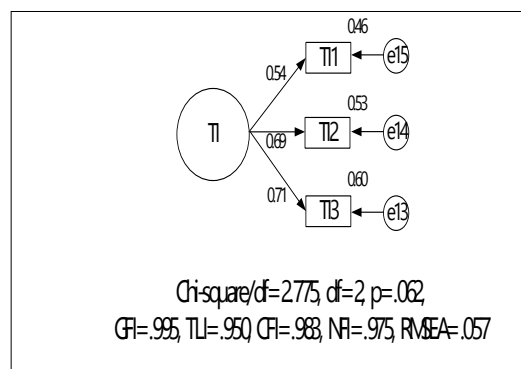


Figure 5 – The Model for Measuring Termination Intentions

According to Table 6 and Figure 5, the results from the confirmatory factor analysis of the model for measuring termination intentions found every index to have values which met the criteria. Therefore, the model for measuring termination intentions from confirmatory factor analysis fitted evidence-based data and had a construct reliability (PC) of 0.75, an average variance extracted (PV) of 0.50 and a standardized factor loading of 0.54-0.71. When consideration was given, construct reliability (PC) was considered to be over 0.60, average variance extracted (PV) was considered to be over 0.50 and standardized factor loading was over 0.50 with statistical significance at 0.05 ($|z| > 1.96$) (Yuttha Kaiwan, 2013). Therefore, every variable from the model for measuring termination intentions was concluded to have reliability from confirmatory factor analysis.

Analysis of the model of factors influencing termination intentions among import-export company employees in the Bangkok area found all indices to have met the criteria.

Furthermore, standardized factor loading analysis of hidden and observable variables of the model for factors influencing termination intentions among import-export company employees in the Bangkok area found standardized factor loading of every variable to have statistical significance at 0.05. The model for measuring termination intentions (TI) had the highest construct reliability of 0.75, indicating the highest reliability from every variable in the model for measuring termination intentions. This was followed by the model for measuring clarity of work (CW) which had a construct reliability of 0.72. The model for measuring internal politics (IP) had a construct reliability of 0.68 and the model for measuring comparison with the labor market had a construct reliability of 0.66. Average variance extracted from every model was similar at 0.50 – 0.57, indicating similar reliability of every variable in every model as shown in Table 7 and Figure 6.

| Components/Variables | Standardized factor loading | S.E. | PC | PV |
|----------------------|-----------------------------|------|------|------|
| CW | | | 0.72 | 0.57 |
| WC | 0.54 | *** | | |
| JD | 0.89 | 0.40 | | |

| | | | | |
|-----------|------|------|------|------|
| IP | | | 0.68 | 0.51 |
| SP | 0.61 | *** | | |
| PM | 0.51 | 0.02 | | |
| CM | | | 0.66 | 0.50 |
| CP | 0.86 | *** | | |
| WO | 0.93 | 0.04 | | |
| T1 | | | 0.75 | 0.50 |
| TI1 | 0.54 | *** | | |
| TI2 | 0.69 | 0.31 | | |
| TI3 | 0.71 | 0.16 | | |

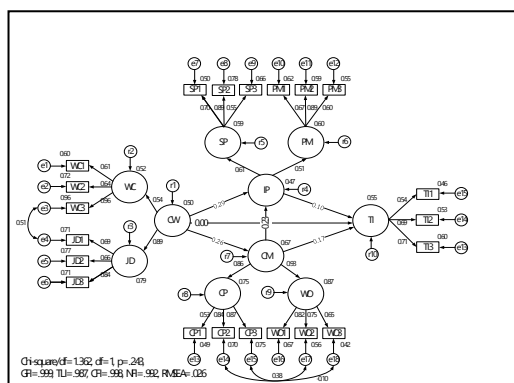


Figure 6 – Model of Factors influencing Termination intentions among Import-Export Company Employees in the Bangkok Area

Table 8 – Direct Effects, Indirect Effects and Total Effects of the Model of Factors influencing Termination intentions among Import-Export Company Employees in the Bangkok Area.

| Antecedents | Consequences | | | | | | | | |
|---------------------------------------|------------------------|----|------|---------------------------------------|----|------|-----------------------------|------|------|
| | Internal Politics (IP) | | | Comparison with the Labor Market (CM) | | | Termination intentions (TI) | | |
| | DE | IE | TE | DE | IE | TE | DE | IE | TE |
| Clarity of Work (CW) | 0.29 | - | 0.29 | 0.26 | - | 0.26 | 0.00 | 0.08 | 0.08 |
| Internal Politics (IP) | - | - | - | - | - | - | 0.10 | - | 0.10 |
| Comparison with the labor market (CM) | 0.23 | - | 0.23 | - | - | - | 0.17 | 0.02 | 0.19 |
| R² | 0.47 | | | 0.17 | | | 0.55 | | |

According to Table 8, the component variables of the model of factors influencing termination intentions among import-export company employees in Bangkok had the following direct effects, indirect effects and total effects divided by hypotheses:

Hypothesis 1

Clarity of work (CW) had a positive influence over internal politics (IP) with a direct effect of 0.29 and a total effect of 0.29 with statistical significance at 0.05. Therefore, Hypothesis 1 was accepted.

Hypothesis 2

Clarity of work (CW) had a positive influence over comparison with the labor market with a direct effect of 0.26 and a total effect of 0.26 with statistical significance at 0.05. Therefore, Hypothesis 2 was accepted.

Hypothesis 3

Clarity of work (CW) had a positive influence over termination intentions (TI) with a direct effect of 0.00, an indirect effect of 0.08 and a total effect of 0.08 with statistical significance at 0.05 and with comparison with the labor market (CM) as a medium variable. Therefore, **part of Hypothesis 3 was accepted.**

Hypothesis 4

Comparison with the labor market (CM) had a positive influence over internal politics (IP) with a direct effect of 0.23 and a total effect of 0.23 with statistical significance at 0.05. Therefore, Hypothesis 4 was accepted.

Hypothesis 5

Internal politics (IP) had a positive influence over termination intentions (TI) with a direct effect of 0.10 and a total effect of 0.10 with statistical significance at 0.05. Therefore, Hypothesis 5 was accepted.

Hypothesis 6

Comparison with the labor market (CM) had a positive influence over termination intentions (TI) a direct effect of 0.17, an indirect effect of 0.02 and a total effect of 0.19 with statistical significance at 0.05 with internal politics (IP) as a medium. Therefore, Hypothesis 6 was accepted.

Internal politics (IP) had a predictive coefficient (R^2) of 0.47, meaning internal politics fluctuations (IP) were caused by influence from clarity of work (CW) and comparison with the labor market (CM) (47%).

Comparison with the labor market (CM) had a predictive coefficient (R^2) of 0.17, meaning fluctuations in comparison with the labor market (CM) were caused by influence from clarity of work (CW) (17%).

Termination intentions (TI) had a predictive coefficient (R^2) of 0.55, meaning fluctuations in termination intentions were caused by influence from clarity of work (CW), internal politics (IP) and comparison with the labor market (55%).

CONCLUSION AND DISCUSSION OF THE FINDINGS

The following factors had influence over termination intentions among import-export company employees in the Bangkok area and were consistent with evidence-based data and many items of academic evidence:

Work clarity had a positive influence over internal politics. This was consistent with the findings of Klehe et al. (2011) who found the fact that the organization planned career development for employees, work safety for employees without redundant responsibilities to have influenced work happiness for supervisors and performance assessments, etc. In addition, the findings were consistent with Pinprayong and Siengtai (2012) who found clarity of work from specifying organization strategies that link with suitable work visions and designs for the organization, developing work to be consistent with changes, employee happiness and improvements to employees' knowledge and goal setting had effects on employees' performance efficiency and happiness in the organization. Furthermore, Sirca, Babnik and Breznik (2013) found job satisfaction and participation among employees to be indicators of stable internal politics because clear employee assignments led to stable and secure internal political environments more than when workloads are complicated, unclear and have no autonomy in work and management. In the aforementioned case, internal politics were unstable, divided and difficult to coordinate, which led to internal conflict in the organization.

Clarity of work had positive influence over comparison with the labor market. This was consistent with Picon, Castro and Roldan (2014) who found work to be a key element of loyalty to the organization due to employees' ability to perceive changes in the organization's budget and expenses while having interesting work choices, appropriate returns and career advancement opportunities when employees compared with other organizations. Furthermore, Wang, Bhanugopan and Lockhart (2015) found the main component reflecting employee satisfaction with work to be employees' satisfaction in payment systems including use of technologies that support smooth and effective work. This was because employees who perceived having financial needs met and equivalent or superior job security than other organizations' standards as a result from work and offers from the organization were happy and exerted greater effort to work and meet standards in order to receive more returns and advancement opportunities rather than losing morale from perceiving that the organization took more advantage of

employees in the areas of returns, advancement opportunities and career oppression than the returns owed to employees.

Clarity of work had a positive influence over termination intentions. This was consistent with the findings of Chonticha Tippratum (2018c) who found internal rewards (IR) to have a direct and negative influence over termination intentions (TI) with a direct effect of -0.224 and a total effect of -0.224 with statistical significance at 0.05, meaning employees who were satisfied with work became an internal reward created by employees to have love and attachment to the organization and reduced termination intentions. The findings confirmed influence of the structural equation model of leadership behaviors and internal rewards over termination intentions among employees in Thailand's institutes of higher education and were consistent with evidence-based data (Chi-square= 34.433, Chi-square/df= 2.869, df= 12, p= .000, GFI= .970, TLI= .957, CFI= .946, NFI= .970, RMSEA= .050). This was because clarity of work was one of the factors causing employees to feel attached and loyal to work, causing employees to feel a need to seek new work and remain with the organization (Chen, 2001). Furthermore, knowledge sharing in an organization with capacity from supervisors or colleagues contributed to improving employees' knowledge, capabilities and intentions to remain permanently.

Comparison with the labor market had a positive influence over internal politics. This was consistent with the findings of Chonticha Tippratum (2019b) who found human resource management strategies to support digital changes of tourism industry businesses to consist of: 1) combining employees' work models between virtual and organic organizations; 2) downsizing the organization by considering the number of employees necessary for work and transferring employees to work in appropriate countries; 3) organizing departments by dividing sections that drive work across branches and support sections; 4) integrity of directions with the highest executive having integrity of orders given directly to business unit leaders and directors; and 5) clear specification of work expertise along with proper and smart use of technology. More importantly, employees must be local and gender frameworks in employee recruitments must be removed. In other words, internal political stability in the tourism industry was a result of modifying human resource strategies to be able to compete with sustainability. This may be because organization survival is currently dependent on the ability to modify human resource management strategy to fit with rapid digital changes and create positive and negative effects on the organization's supply chain within a broad range. Thus, organizations must make efforts to maintain levels and standards of manpower retention with cooperation from executives and all employees.

Internal politics had a positive influence over termination intentions. This was consistent with the findings of Chonticha Tippratum (2018a) who found employees to encountered negative events in the organization such as internal political problems, employees remembered negative memories, causing dissatisfaction with work and the organization to build in the future and ultimately resulting in a decision to resign. และผลการวิจัยของ Kalali (2015). In addition, the findings from a study conducted by Kalali (2015) found in

evolution of studies concerning human resource management to be vitally important after an organization recruits employees needed for work. Moreover, Jeerasak Pokawin (2017) found causes of resignations among university professors in northeastern government universities. The first cause was university policy and management. The second cause was salaries and benefits. The third cause was workloads and colleagues. The fourth cause was supervisors. The fifth cause was career security and progress and the sixth cause was the environment, location and amenities. This was because internal politics is an important problem leading to employees' decision to change work, which can be observed from changes in employees' behaviors such as frequent absence from work to look for new work, substandard work, expression of tension at work and lack of effort to learn. This was because employees felt acceptance, meaningful work, good work environments, work-life balance and an atmosphere of ethics in the organization (Jaramillo, Mulki and Solomon, 2006), causing employees to not have continuance commitments. However, employees may need to stay from inability to leave or fear of losing benefits despite pressure, etc., causing lower work efficiency in employees and in the organization (Invancevich, Konopaske and Matteson, 2011).

Comparison with the labor market (CM) had a positive influence over termination intentions (TI). This was consistent with Nazir et al. (2016) who found organizations must maintain quality employees by making efforts and building environments to encourage employees to remain with the organization under acceptable policies and regulations along with pushing and supporting employees to use employees' capacity in exchange for what employees want because employees are a main factor driving the organization to achieve goals. Therefore, organizations must seek methods to give employees job satisfaction, make employees attached to the organization and have the intention to stay in the long term, causing the organization to have lower resignation rates. Moreover, Chonticha Tippratum (2018a) found employees' decisions to remain to be influenced by 3 causal factors consisting of positive work experience, empowerment and support from supervisors. In other words, positive work experience is good experience from employees' work. Positive stories such as good work environments or fair, transparent and accountable performance assessments will be remembered by employees as a good memory. Empowerment was similar to honoring, respecting and giving employees space and freedom to demonstrate abilities and leadership roles, giving employees pride if employees receive official and unofficial power from the organization because empowerment allows employees to recognize employees' ability and trust to make decisions and do the organization's work and support from supervisors was comparable to support resources, data and input factors necessary for work. This caused employees to feel that employees' work will be smooth because employees have the support necessary for work in addition to support for employees to improve abilities and skills. This caused employees to have confidence that employees will have career progress when employees have higher ability and skills. This was because all of the aforementioned supporting factors obstructed employees' feelings to leave work. Therefore, if the organization does not support the

environment to encourage positive feelings, the organization is likely to lose important employees.

Benefits from the Study

This study examined the factors influencing termination intentions among import-export company employees in the Bangkok area.

Academic Benefits

The findings can be used to increase academic knowledge and expand knowledge concerning factors influencing termination intentions among import-export company employees in the Bangkok area (clarity of work, internal politics, comparison with the labor market and termination intentions) and to increase and build future knowledge). The knowledge obtained from this study was causal factors influencing internal politics, comparison with the labor market and termination intentions consisting of the following: 1) clarity of work which has factors consisting of 1.1) working conditions and 1.2) job description. These factors had influence over 2) internal politics, which consists of 2.1) supervisors and 2.2) performance assessment. In addition, these factors had effects on 3) comparison with the labor market which consists of 3.1) returns from work and 3.2) career progress. All of these factors result in 4) higher or lower decision resignation trends.

Expected Benefits from Application

The findings are expected to provide guidelines for organization administrators to use the findings in specifying organization/company regulations to be flexible and within legal principles to allow employees to comply without becoming stressed in addition to enabling planning of regulation reviews to be suitably consistent with situational changes because certain regulations may need modifications based on social changes through public hearings with every member of the organization for transparency and accountability.

The findings are expected to provide information for executives to clearly plan self-improvement of employees in each field of work in order to provide promotion opportunities for employees through personal improvement planning in the long term in order to see improvement trends in positions. Furthermore, organizations should have systems and mechanisms for monitoring improvements of each employee in order to learn of results and problems.

The findings are expected to provide information for executives in making appropriate job designations for employees and in working as a team to reduce instances where employees take advantage of colleagues' work. Job rotation may be introduced to allow employees to improve to have capabilities in many areas, which will provide benefits when replacing employees when the organization suddenly loses personnel. In other words, this will test diversity

of employees' abilities and skills in order for the organization to place employees in appropriate positions.

The findings are expected to provide guidelines for organization executives to be able to manage the organization/company in areas such as building job security for employees, creating motivation among employees, retaining employees in the organization, providing suitable returns, organizing environments suitable for work to make employees dedicated and pay attention to work without resigning prematurely. Employee resignation rates are indicators of investment waste. In another view, employee resignations cause organizations to lose reputation. High resignation rates have effects on confidence among the organization/company's job applicants.

The findings can be applied to reduce employee resignation rates, which will reduce the organization's expenses in recruiting the organization's new employees including training time. This will increase work efficiency through training systems to improve employees' skills with proper motivation for needs.

The findings are expected to be applied to find prevention methods in the organization in the area of employee entry-exit rates because the organization will learn the true cause of problems, leading to accurate and effective solutions.

Recommendations for Future Studies

Qualitative research methodology should be used to provide more beneficial in-depth data in order to provide specific explanations for the context of the study by focusing on consistency with real situations and reflection of feelings and thoughts of the group to cover every dimension. Studies should be conducted to create grounded theories to extract variables deeply and sharply consistent with the desired context with before using quantitative research methodology to test consistency between variables and evidence based practices.

Studies should be conducted specifically on methods or analyses of target employee attrition rates without influence in order to learn of true problems, which will lead to direct solutions by using statistical means to analyze for numerical results and determine trends and changes in resignation rates after known solutions.

Supervisor models suitable for current contexts should be studied because old management models may no longer be suitable for current situations due to rapid changes in competition, technology and social conditions. Management models should change with the aforementioned changes. Qualitative research methodology should be used by conducting in-depth interviews and collecting data from key informants who were selected by purposive sampling from target employees to determine types of supervisors wanted by employees and

dimensions of management models that will lead the organization toward goals, etc.

Basic theories that cover every variable in the research model should be used such as the Basic Needs Theory or the Social Exchange Theory to create reliability of the findings and provide in-depth explanations of correlations between variables in the model because basic theories will support influences and correlations discovered by the researcher, leading to explanations for consistency between outcomes, concepts and international theories. On the contrary, if outcomes are not related to basic theories in the study, the researcher will benefit from finding new evidence-based practices that contradict old theories. Moreover, if long term testing of new evidence-based practices found new evidenced-based practices to be true, this may lead to confirmation of new theories in the future.

Processes for confirmation of research outcomes by a group of persons who are part of the studied phenomenon or marginal people should be added to confirmation by qualified experts because this group of persons will respond to the phenomenon with depth and straightforwardness as persons who were in the event and have more experience in that situation than people who study and see the situation from an outside view. The researcher may divide persons who confirm the findings into groups of experts, persons with experience or people with authority to make decisions on that issue, etc.

If qualitative research methodology is used, other persons involved in data collection should interpret the issues studied with the primary researcher in order to perform methodological triangulation, because interpretation by the researcher alone may create bias when assigning meaning. Research participants will polish and organize the data received to be neutral and without bias.

REFERENCES

- Chen, Zhenxiong. (2001). Further investigation of the outcomes of loyalty to supervisor Job satisfaction and intention to stay. *Journal of Managerial Psychology*, 16(8), 650-660.
- Chonticha Tippratum. (2018a). Internal Rewards of Business Organizations: Causal Factors and Outcomes. *MUT Journal of Business Administration*, 15(1), 240-254.
- Chonticha Tippratum. (2018b). Development of an Internal Reward Model to Promote Loyalty to the Organization and Employee Performance in the Software Industry in Thailand. Doctor of Philosophy Thesis, Faculty of Graduate Studies, Silpakorn University.
- Chonticha Tippratum. (2018c). Structural Equation Model of Leadership Behaviors and Internal Rewards with Influence over Resignation Decisions among Employees in Thailand's Institutes of Higher Education. *11th National "Mor. Sor. Wor. Research" Academic Conference on 29-30 March 2018*, Srinakharinwirot University, 1-11.
- Crano, W. D., Brewer, M. B., & Lac, A. (2015). Principles and Methods of social research. 3rd ed. New York: Routledge.

- Comrey, A. L. (1973). *A first course in factor analysis*. New York : Academic Press.
- Comrey, A. L., & Lee, H. B. (1992). *A first course in factor analysis*. Hillsdale, NJ : Lawrence Erlbaum.
- Gilmer, B.V.(1971). *Applied Psychology*. New York: McGraw-Hill Book Company. P. 279- 283.
- Henseler, J., Ringle, C. M. & Sinkovics, R. R. (2009). *The Use of Partial Least Squares Path Modelling in International Advances in International Marketing*, Publisher. Emerald JAI Press, 277-319.
- Import-Export. 2020. Searched on 10 October 2020 from <https://blog.giztix.com/import-export> Import-Export. 2020.
- Import-Export Companies. 2020. Searched on 10 October 2020 from <https://www.ctat.or.th/ctat-member-search-result.aspx?geo=2&type=&keyword=>
- Ivancevich, John. M., Konopaske, Robert. and Matteson, Michael. T. (2011). *organizational behavior and management*. 9th ed. NewYork: McGraw-Hill
- Jaramillo, Fernando., Mulki, jay. P. and Solomon, Paul. (2006). The role of ethical climate on salesperson's role stress, job attitudes, turnover intention and job performance. *Journal of Personal Selling & Sales Management*, 26(3), 271-280.
- Jeerasak Pokawin. (2017). Resignations among Government University Professors in the Northeastern Region. *Journal of Politics and Governance*, 7(1), 265-281.
- Kagan, J. (1972, July). Motives and Development. *Journal of Personality and Social Psychology*: 51-66.
- Kalali, Nader. Seyed. (2015). A Fuzzy Inference System for Supporting the Retention Strategies of Human Capital. *Procedia - Social and Behavioral Sciences*, 207, 344-353.
- Kanlaya Vanichbuncha. (2007). *Statistical Analysis: Statistics for Administration and Reearch*. 10th Edition. Bangkok: Chulalongkorn University Printing House.
- Klehe, Ute-Christine. et al. (2011). Career adaptability, turnover and loyalty during organizational downsizing. *Journal of Vocational Behavior*, 79, 217-229.
- Kline, R. B. (2011). *Methodology. in the Social Sciences. Principles and practice of structural equation modeling*. (3rd ed.). New York : Guilford Press.
- Picon, Araceli., Castro, Ignacio. and Roldan, Jose L. (2014). The relationship between satisfaction and loyalty: A mediator analysis. *Journal of Business Research*, 67, 746-751.
- Pinprayong, Boriboon. and Siengtai, Sununta. (2012). Restructuring for organizational efficiency in the banking sector in thailand: a case study of siam commercial bank. *Far East Journal of Psychology and Business*, 8(2), 29-42.
- Moos, R. H., & Moos, R. S. (1986). *Family Environment Scale manual* (2nd ed.). Palo Alto, CA: Consulting Psychologists Press.

- Nazir, Sajjad. et al. 2016. Influence of organizational rewards on organizational commitment and turnover intentions. *Employee Relation*, 38(4), 596-619.
- Schumacher, R. E., & Lomax, R. G. (2010). *A Beginners Guide to Structural Equation Modeling: SEM*. New Jersey : Lawrence Erlbaum Associates.
- Sirca, Nada. T., Babnik, Katarina. and Breznik, Kristijan. (2013). Towards organisational performance: Understanding human resource management Climate. *Industrial Management & Data Systems*, 113(3), 367-384
- Wang, Ying., Bhanugopan, Ramudu and Lockhart, Pamela. (2015). Examining the quantitative determinants of organizational performance: evidence from China. *Measuring Business Excellence*, 19(2), 23-41.
- Yuttha Kaiwan. (2013). *Multivariable Statistical Analysis for Research*. Bangkok: Chulalongkorn University Printing House.