

Examining Predictors of Job Retention Intention in Thailand: Evidence from Work-Life Balance, Job Autonomy, Compensation, and Leadership

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Abstract

Employee retention has become an increasingly significant concern for organizations seeking long-term sustainability and workforce stability in Thailand. While previous studies have explored various factors associated with employee retention, limited research has simultaneously examined the combined influence of work-life balance, job autonomy, compensation, and leadership within the context of the Thai workforce. Accordingly, this study investigates the effects of work-life balance, job autonomy, compensation, and democratic leadership style on job retention intention among Thai employees. This study adopted a quantitative research approach utilizing convenience and snowball sampling techniques. Data were gathered through an online questionnaire from 254 employees representing diverse industries and occupational backgrounds in Thailand. The collected responses were subsequently analyzed using Ordinary Least Squares (OLS) regression analysis with IBM SPSS. The findings indicate that compensation and job autonomy have significant positive effects on job retention intention, with compensation emerging as the most influential predictor. Conversely, although work-life balance and democratic leadership style demonstrated positive associations with job retention intention, their effects were not statistically significant. Overall, the proposed model accounted for a considerable proportion of the variance in job retention intention among employees in Thailand. This study contributes to the existing literature on employee retention by offering empirical evidence from the Thai context regarding the relative importance of compensation and job autonomy in shaping employees' retention intention. In addition, the findings provide practical implications for organizations and human resource practitioners in developing retention strategies that emphasize equitable compensation practices and enhanced employee autonomy to promote long-term workforce retention.

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1. Introduction

In today's highly competitive business environment, one of the crucial assets for achieving organizational sustainability and competitiveness is human resources. Since organizational operations and strategic objectives are carried through employees, maintaining a capable and stable workforce has become essential for organizational success [1]. As a result, employee retention has become an increasingly critical concern for

organizations aiming to minimize workforce instability, sustain operational continuity, and retain organizational knowledge and productivity.

As [2]– a study that was conducted in Thailand – stated, employee turnover is an arising problem and crucial to tackle for economic growth country-wise. Previous studies have also suggested that employee turnover creates substantial organizational costs, including recruitment expenses, training costs, productivity disruption, and loss of organizational knowledge [3,4]. In order to minimize this problem; one of the ways is to encourage employee retention intention where according to [5]– employee retention has a significant negative effect on turnover intention of employee. Moreover, job retention intention is not only beneficial in reducing employee turnover, it also helps support workforce stability in a company [6] and support Workforce development and organizational Improvement; where – according to [7], the article stated that “the intention to stay predicts workers’ positive behavior to develop active workforce strategies”. In other words, Job Retention Intention of employees can help tackling economic problems, support workforce stability and support workforce development and the improvement of organizations as a whole ie. incremental in helping other colleagues; being as a contributive team member; and supporting organizational goals.

Even though Job Retention Intention and turnover retention is not the same concepts where Job Retention Intention (Intention to Stay) often refers to employees’ willingness to continue working with their current organization and not seek for substitutional employment elsewhere [8]– and; Turnover retention (Intention to Leave) often refers to the willingness of employee to leave with a prepared time frame and is planned [9]. The distinction between retention intention and turnover intention has also been highlighted in the broader turnover literature, where both constructs are considered closely related but conceptually separate aspects of employees’ decision-making processes [3]. Therefore, the similarity of the two concepts is that both Job Retention Intention and Turnover Intention are occurred by employees during the phase of decision – or – prior to the actual consequence of real Turnover. However, in this study, the selected variables will be considered as a construct reverse (the opposite meaning) as [10] suggested the meaning of Job Retention Intention as “whether employees intend to remain in their positions and is considered the reverse construct of turnover intention”.

Although there are many factors that can have an impact on Job retention Intention; however – in this study the selected independent variables are Work Life Balance, Job Autonomy, Compensation, and Leadership Style as there are Thai researches that was conducted in relating with these factors [11-16]. Even though these researches identified various variables associated Turnover Intention and Job Retention Intention, as one of the research gaps, there is still a lack of their relative influence simultaneously within a single analytical framework since mentioned researches examine selected predictors separately still.

Accordingly, this study aims to examine the effects of work-life balance, job autonomy, compensation, and democratic leadership style on Job Retention Intention among Thai employees. By examining these variables together within a single analytical framework, this study seeks to provide additional empirical evidence regarding the relative importance of these predictors within the Thai organizational context.

2. Literature Review

2.1 Independent Variables

2.1.1 Work Life Balance

According to [17], Work Life Balance means “the extent to which individuals are equally engaged and equally satisfied with their work and family roles”. It allows internal fulfillment of individuals in order to perform their job and personal life in a satisfactory and healthy level. Therefore, in trying to encourage Work Life Balance in a firm, adjusting working hours for their employee is not the only option for responsible actors (ie. Human

Resource Representative and/or Entrepreneur). In fact, the responsible actors should moreover view additionally on other possible influential factors such as organizational culture, workload, top-down support and more to fully fulfill Work Life Balance of their employees.

According to [18], the concept of Work Life has been interesting and/or has been an issue for more than decades of time within organizations. Nonetheless, as this concept has been studied years by years, studies found that in promoting Work Life Balance, it helps employees to have a higher level of their job satisfaction along with life satisfaction [19] – while having a lower level of Work Life Balance can result in incremental of employee's stress and/or even turnover intention at the same time [20]. Therefore, as employees experience Work Life Balance, they tend to have less stress (or job burnout); better psychological well-being and stronger organizational attachment, which in turn consequent in a higher chance of Job Retention Intention of employees.

2.1.2 Job Autonomy

As suggested by [21], Job Autonomy is “The degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out”. Moreover, from a motivational perspective, Self-Determination Theory proposes that autonomy represents one of the core psychological needs that shapes individuals' intrinsic motivation and behavioral engagement [22]. Employees who perceive a higher degree of autonomy in their work are more likely to experience psychological empowerment, self-direction, and internal motivation, which may subsequently strengthen organizational attachment and increase retention intention. Not only will Job Autonomy result in more level of freedom in employee's jobs which results in higher level of psychological ownership and intrinsic motivation, it can also reduce Job Stress [23]; increase work engagement and increase tasks performance [24] – which in the end will result in a higher tendency of Employee's Job Retention Intention [25].

2.1.3 Compensation

According to [26], the definition of Compensation is stated as “all forms of financial returns and tangible services and benefits employees receive as part of an employment relationship”. There are two different types of Compensation including direct pay and indirect rewards [27]. Direct pay is mostly known in the form of salary, bonuses, performance-based pay and wages while indirect rewards are often known as benefits such as health insurance and retirement plans, paid leaves and incentives as their examples. From the theoretical founded perspective; Compensation has been included in many of the world's social-science theories such as Equity Theory and Expectancy Theory. According to [28], the study explains the role and importance of Compensation in relating to Equity Theory as employees in organizations tend to compare their Compensations with their colleagues. This could result in a perception of unfairness when individuals perceive that they are earning less. With unfair perception, it can lead to dissatisfaction of individuals. However for the perspective of Expectancy theory, as [29] suggested; with the Compensation as set as a final reward (or goal), employees tend to feel more motivated which can in turn lead to a better performance at the end. Therefore, compensation could be served as one of the Human Resource Tools in order to keep employees and their behavior in line such as motivating their performance, attracting high potential members, retaining existing ones, etc. [30].

2.1.4 Democratic Leadership Style

According to [31], “Leadership is a process through which a person can lead, direct and influence the actions of other people and work in a given situation to achieve specific goals”. There are many styles of Leadership such as Transformational Leadership,

Transactional Leadership, Autocratic Leadership, Democratic Leadership, Authentic Leadership and more. Leadership Styles influence organizational outcomes differently depending on their level of harmony and appropriation between Leadership Styles and types of organizations. With the matched Leadership Style, organizations can earn benefits from job satisfaction, motivation and organizational commitment from their employees [32]; moreover – it can influence more engagement, employee's performance and discretionary behavior as well [33].

However, in this study the only focused Leadership Styles is selected to be Democratic Leadership. For Democratic Leadership, it is a Leadership Style that involves shared-decision making; Trust and Collaboration; High Employee Involvement and Two-way Communication – which is generally viewed as reverse, for Autocratic Leadership, a Leadership Style that emphasizes on centralized authority where many of the time leaders make decisions alone; Limited Employee Involvement; Strict Monitoring Controlling and Supervision; and Top-down Communication [34].

2.2 Hypothesis Development

After considering researches on how each independent variables could influence on organizations [19,20,23-25,28-30,32,33] – this study propose that Work Life Balance; Job Autonomy; Compensation and Leadership Style could have a positive effect on Job Retention Intention.

2.2.1 Work Life Balance and Job Retention Intention

Firms that obtain more Work Life Balance for their employees tend to have a higher degree of their employee's Job Retention Intention. According to [35], the result of this paper has shown that Work Life Balance positively affects Job Retention Intention of employees through the perspective of Job Burnout (where in this study the Job Burnout is considered as one of the factors of Work Life Balance). This suggests that employees who experience satisfactory work-life balance may report lower burnout (such as reduced motivation, depersonalization and emotional exhaustion) which in turn increases the intention to stay within their current organization (Job Retention Intention). Moreover, prior studies suggest that that Work Life Balance has a significant negative influence towards Turnover Intention (which is implied as an opposite concept of Job Retention Intention) also. Moreover, [36] suggests that after running an analysis through IBM SPSS 26 software – Work Life Balance negatively affects Turnover Intention by Standardized Beta Coefficient of -0.131 where the P-value is at 0.016. The results shown in the aligned direction for similar researches as Work life balance negatively affects Employee Intention to Leave at a Beta Coefficient of -0.147 and P-value of 0.005 [37] – and – T-statistic >1.96; P value <0.05; and the original sample from Direct Hypothesis test result of -0.133 towards turnover intention [38]. As a whole, these studies have suggested a negative influence between Work Life Balance and Turn Over Intention at the same directional and satisfactory statistical significant level; the only differences between their results are the Software used, sample difference, and how severe Work Life Balance impacts negatively on Turn Over Intention. Therefore, the following hypothesis is proposed as:

H1: There is a positive relationship between Work Life Balance and Job Retention Intention.

2.2.2 Job Autonomy and Job Retention Intention

Firms that obtain more Job Autonomy for their employees tend to have a higher degree of their personnel's Job Retention Intention. As suggested by [39], a conducted a research deriving from testing the structural model in AMOS v23.0, Job Autonomy has a positive effect on Employee's Intention to Stay through moderators of Psychological Capital and Work Life Balance – where the result of Job Autonomy positively affects Psychological capital, Psychological Capital positively affects Work Life Balance, and Work Life Balance positively affects Employee's Intention to Stay are reported as $\beta = 0.338$, t-value = 4.90,

p-value < 0.01; $\beta = 0.467$, t-value = 6.58, p-value < 0.01; and $\beta = 0.485$, t-value = 6.47, p-value < 0.01 respectively. Moreover, the result from the study conducted by Zhang et al. (2024), was found in the simultaneous manner as [39] mentioning Job Autonomy significantly and negatively affects Turnover Intention both directly and indirectly (where the moderator is proposed as Job Satisfaction). As these studies reveal both direct and indirect effect of Job Autonomy towards Job Retention Intention; therefore, the following hypothesis is proposed as:

H2: There is a positive relationship between Job Autonomy and Job Retention Intention.

2.2.3 Compensation and Job Retention Intention

There are many researches from different backgrounds suggest that fair Compensation has a significant positive impact towards Job Retention Intention. According to [5], it mentions that "Fair and adequate compensation can increase employee motivation and loyalty to the company" with a p-value of lower than 0.05 – which is considered as statistically significant. Moreover in the sector of Jordan's commercial bank suggest the aligned result as the previous mentioned study as Compensation Management (including Work Life Balance, Salary, Satisfaction, Benefits, Structural Capital, Firm Structure, Social Structure, Talent Management, Development Opportunities and Job Nature) has a positive influence on Employee Retention Intention [40]. Therefore, the following hypothesis is proposed as:

H3: There is a positive relationship between Compensation and Job Retention Intention.

2.2.4 Democratic Leadership Style and Job Retention Intention

According to [41], Leadership Style that focuses on Inter-personal relationship between superior and subordinates tends to result in a more tendency of Job Retention Intention as this type of Leadership allows two-way communication and concerns of socially and emotionally bonding, these in turn result in more open communication, trust fostering, and fairness promotion. [42] also suggests in the same way that Job Satisfaction and Commitment can be increased by Democratic Leadership, thus with Job Satisfaction and Commitment employees tend to have a lower rate of Turnover Intention. Moreover, not only Job Satisfaction and Commitment that can lower Turnover Intention, [43] also states that Trust and Psychological Empowerment also can reduce Turnover Intention as well – where both Trust and Psychological Empowerment can be increased by the Leadership Style of Democratic. Therefore, the following hypothesis is proposed as:

H4: There is a positive relationship between Democratic Leadership Style and Job Retention Intention.

2.3 Conceptual Model

According to all hypotheses proposed; they can be accumulated into one conceptual model as in Figure 1.

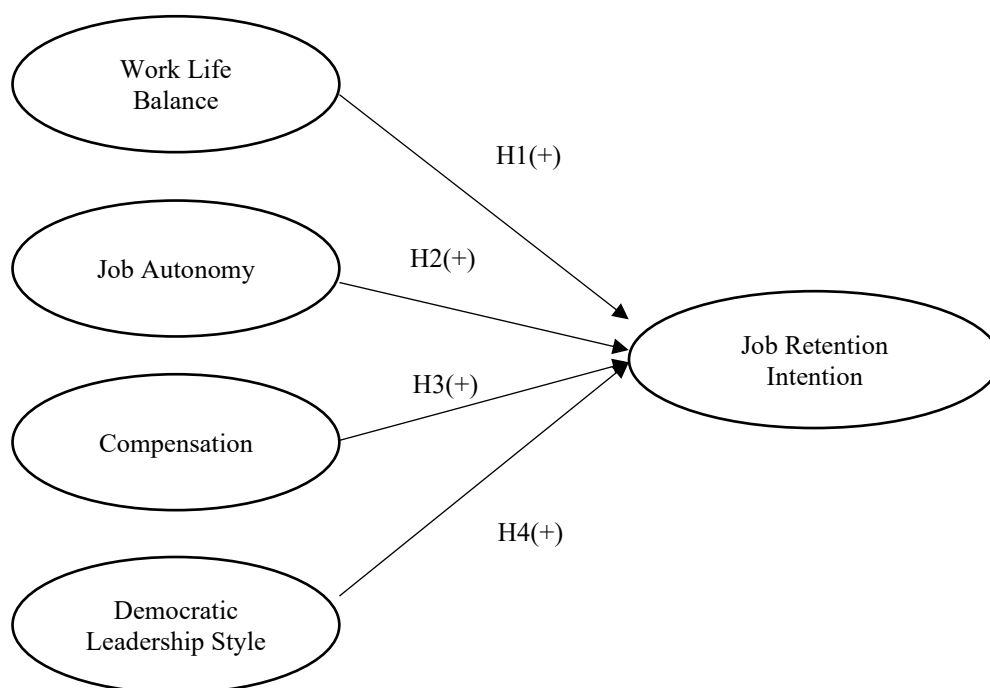


Figure 1. Hypothetical conceptual model

3. Materials and Methods

3.1 Sample and Data Collection

The sampling frame of this paper contains people who are 20 and more than 20 years old in which they are currently working in various industries of Thailand. The sample itself includes people in different job positions – ranging from entry level to other; job function – ranging from one specified department accountability to combined department accountability job functions (other); and overall monthly income level – ranging from below 10,000 Baht to more than 100,000 Baht per month. A Google Form Questionnaires was created by the author and was sent to different respondents through Convenient Sampling Method and Snowball Sampling Method which data collection was kept anonymous to guarantee respondents' confidentiality. Nevertheless, because convenience and snowball sampling techniques are classified as non-probability sampling methods, the findings of this study may have limited generalizability to the broader Thai workforce population. After one month of collecting data, the total number of respondents is collected as 254 respondents. The sample size of 254 respondents was deemed adequate for conducting multiple regression analysis. [44] suggested that the minimum recommended sample size for testing individual predictors in regression analysis is $N > 50 + 8m$, where m refers to the number of independent variables. Given that this study incorporates seven predictors, including both independent and control variables, the minimum required sample size was calculated to be 106 respondents. Accordingly, the final sample size exceeded the recommended threshold and was considered sufficient to support the statistical analysis conducted in this study. However, the response rate cannot be constructively indicated due to the usage of both Convenient Sampling Method and Snowball Sampling Method – where the Snowball Sampling Method was unable to indicate and reflects the overall response rate of questionnaires sent out.

Table 1. Presents descriptive statistics of sample respondents

Variables	Descriptive Statistics
AGE	20-30 years old: 77 (30.30%) 31-40 years old: 75 (29.50%) 41-50 years old: 71 (28.00%) 51-60 years old: 29 (11.40%) More than 60 years old: 2 (0.80%)
GENDER	FEMALE: 151 (59.40%) MALE: 103 (40.60%)
OVERALL MONTHLY INCOME LEVEL	BELOW 10,000 BAHT: 5 (2.00%) 10,001-20,000 BAHT: 25 (9.80%) 20,001-30,000 BAHT: 51 (20.10%) 30,001-40,000 BAHT: 81 (31.90%) 40,001-50,000 BAHT: 37 (14.60%) 50,001-100,000 BAHT: 38 (15.00%) MORE THAN 100,000 BAHT: 17 (6.70%)
JOB POSITION	ENTRY LEVEL / STAFF: 113 (44.50%) SENIOR STAFF: 19 (7.50%) SUPERVISOR: 55 (21.70%) ASSISTANT MANAGER: 19 (7.50%) MANAGER: 25 (9.80%) SENIOR MANAGER: 5 (2.00%) EXECUTIVE / DIRECTOR: 13 (5.10%) OTHER: 5 (2.00%)
JOB FUNCTION	ADMINISTRATION / OFFICE SUPPORT: 38 (15.00%) HUMAN RESOURCES: 26 (10.20%) FINANCE / ACCOUNTING: 41 (16.10%) MARKETING / SALES: 36 (14.20%) OPERATIONS / PRODUCTION: 52 (20.50%) CUSTOMER SERVICE: 30 (11.80%) INFORMATION TECHNOLOGY: 13 (5.10%) PROFESSIONAL SERVICES: 13 (5.10%) OTHER: 5 (2.00%)
INDUSTRY	MANUFACTURING: 42 (16.50%) SERVICES: 39 (15.40%) BANKING / FINANCE / INSURANCE: 32 (12.60%) INFORMATION TECHNOLOGY: 20 (7.90%) RETAIL / WHOLESALE: 36 (14.20%) HOSPITALITY: 22 (8.70%) HEALTHCARE: 8 (3.10%) EDUCATION: 3 (1.20%) LOGISTIC / TRANSPORTATION: 8 (3.10%) CONSTRUCTION / REAL ESTATE: 3 (1.20%) GOVERNMENT / STATE ENTERPRISE: 40 (15.70%) OTHER: 1 (0.40%)

The characteristics of samples are cumulated and summarized in Table 1. There are 6 main characteristics of collected samples including Age, Gender, Overall Monthly Income Level, Job Position, Job Function, and Industry that each sample is working in.

In terms of Age; the largest age-range proportion is individuals who are between 20 and 30 years old where it accounts for 77 samples (30.30%), followed by individuals who are between 31 and 40 years old where it accounts for 75 samples (29.50%), individuals who are between 41 and 50 years old where it accounts for 71 samples (28.00%), individuals who are between 51 and 60 years old where it accounts for 29 samples (11.40%), and individuals who are more than 60 years old where it accounts for 2 samples (0.80%) – respectively.

In terms of Gender, the Female samples are accounting for 151 samples (59.40%) where Male samples are accounting for 103 samples (40.60%).

In terms of Overall Monthly Income Level, samples who earns between 30,001 and 40,000 Baht for their overall monthly income represents the largest proportion, accounting for 81 samples (31.90%), followed by samples who earns between 20,001 and 30,000 Baht for their overall monthly income, accounting for 51 samples (20.10%), samples who earns between 50,001 and 100,000 Baht for their overall monthly income, accounting for 38 samples (15.00%), samples who earns between 40,001 and 50,000 Baht for their overall monthly income, accounting for 37 samples (14.60%), samples who earns between 10,001 and 20,000 Baht for their overall monthly income, accounting for 25 samples (9.80%), samples who earns more than 100,000 Baht for their overall monthly income, accounting for 17 samples (6.70%), and samples who earns below 10,000 Baht for their overall monthly income, accounting for 5 samples (2.00%) – respectively.

In terms of Job Position, samples who are currently work in the position of Entry Level/ Staff represents the largest proportion, accounting for 113 samples (44.50%), followed respectively by samples who are currently work in the position of Supervisor, accounting for 55 samples (21.70%), samples who are currently work in the position of Manager, accounting for 25 samples (9.80%), samples who are currently work in the position of Senior Staff and Assistant Manager, accounting for 19 samples (7.50%) – simultaneously, samples who are currently work in the position of Executive / Director, accounting for 13 samples (5.10%), and samples who are currently work in the position of Senior Manager and Other, accounting for 5 samples (2.00%) – simultaneously.

In terms of Job Function, samples who are working in the Job Function of Operations / Production represents the largest proportion, accounting for 52 samples (20.50%), respectively followed by samples who are working in the Job Function of Finance / Accounting, accounting for 41 samples (16.10%), samples who are working in the Job Function of Administration / Office Support, accounting for 38 samples (15.00%), samples who are working in the Job Function of Marketing / Sales, accounting for 36 samples (14.20%), samples who are working in the Job Function of Customer Service, accounting for 30 samples (11.80%), samples who are working in the Job Function of Human Resources, accounting for 26 samples (10.20%), samples who are working in the Job Function of Information Technology and Professional Services (equal), accounting for 13 samples (5.10%) each, and samples who are working in the Other Job Function, accounting for 5 samples (2.00%).

In Terms of Industry, Manufacturing represents the largest proportion of industry that samples belong to, accounting for 42 samples (16.50%); respectively followed by industry of Government / State Enterprise, accounting for 40 samples (15.70%); Services, accounting for 39 samples (15.40%); Retail / Wholesale, accounting for 36 samples (14.20%); Banking / Finance / Insurance, accounting for 32 samples (12.60%); Hospitality, accounting for 22 samples (8.70%); Information Technology, accounting for 20 samples (7.90%); Healthcare and Logistic / Transportation (equal), accounting for 8 samples (3.10%) – each; Education and Construction / Real Estate (equal), accounting for 3 samples (1.20%) – each; and Other, accounting for 1 sample (0.40%).

3.2 Measures

According to [45], the scale was developed for the independent variable of **Work Life Balance** where it consists of 6 questions five-point Likert scale ranging from 1 to 5 where 1 means strongly disagree and 5 means strongly agree. The questions are as:

1. I often have time to visit my friends and acquaintances.
2. Because of my work, I have no free time. (R)
3. Because of my work, I neglect my family or friends. (R)

4. I have enough time for my friends.
5. In my free time I still deal with my work duties. **(R)**
6. I have enough time for my family (partner, parents, and children).

These questions are contained of both direct questions and reverse questions, the reverse questions are marked as “**(R)**”.

According to [46], the scale was developed for the independent variable of **Job Autonomy** where it consists of 3 questions five-point Likert scale ranging from 1 to 5 where 1 means strongly disagree and 5 means strongly agree. The questions are as:

1. I have sufficient authority to fulfill my job responsibilities.
2. I have enough input in deciding how to accomplish my work.
3. I have enough freedom over how I do my job.

According to [47], the scale was developed for the independent variable of **Compensation** where it consists of 4 questions five-point Likert scale ranging from 1 to 5 where 1 means very dissatisfied and 5 means very satisfied. The questions are as:

1. How satisfied are you with your overall pay?
2. How satisfied are you with the fairness of your pay compared to others in the company?
3. How satisfied are you with the frequency of pay raises?
4. How satisfied are you with the fairness of pay policies in your organization?

According to [48], the scale was developed for the independent variable of **Democratic Leadership Style** where it consists of 6 questions five-point Likert scale ranging from 1 to 5 where 1 means strongly disagree and 5 means strongly agree. The questions are as:

1. My supervisor encourages work group members to express ideas/suggestions.
2. My supervisor listens to my work group’s ideas and suggestions.
3. My supervisor uses my work group’s suggestions to make decisions that affect us.
4. My supervisor gives all work group members a chance to voice their opinions.
5. My supervisor considers my work group’s ideas when he/she disagrees with them.
6. My supervisor makes decisions that are based only on his/her own ideas. **(R)**

These questions are contained of both direct questions and reverse questions, the reverse questions are marked as “**(R)**”.

Job Retention Intention is measured by a scale developed by [49]. The scale consists of 5 questions that were rated on a five-point Likert Scale; ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The questions are as follows:

1. I plan to work at my present job for as long as possible.
2. I will probably spend the rest of my career in this job or the jobs that it leads to in this organization.
3. Even if this job does not meet all my expectations, I will not quit.

4. Under no circumstances would I leave my present job.
5. I plan to keep this job for at least two or three years.

3.3 Control Variables

There are some of the samples' characteristics that may impact Job Retention Intention, the selected characteristics are subjected as Control Variables of this study including Age, Gender and Overall Monthly Income Level. Since it is widely known that demographic characteristics would have influence towards turnover intention and job attitudes of workers within organizations, therefore, controlling these variables will help ensuring that demographic difference will not confuse the relationship between each independent variables (Work Life Balance; Job Autonomy; Compensation; and Demographic Leadership Style) towards dependent variable.

In terms of Age perspective; when comparing between older and younger generations, older generations reveal a higher Job Retention Intention than younger counterparts [50,51].

In terms of Gender; because of different social role expectations between male and female, therefore this difference may influence perceptions towards Work Life Balance, Job Autonomy, Compensation and Leadership Style differently [52].

In terms of Overall Monthly Income Level, different pay levels can lead to different turnover intentions [47,53]. Therefore, controlling this variable helps distinguish between paid compensation and other types of compensation that may motivate individuals in a firm differently.

In summary, having these control variables will ensure reducing omitted variable bias when conducting regression analysis.

3.4 Statistical Analysis

IBM SPSS Statistics version 19 was utilized to perform the statistical analysis in this study. Ordinary Least Squares (OLS) regression analysis was applied to investigate the relationships between the independent variables and Job Retention Intention. OLS regression was considered suitable because the study seeks to examine the linear relationships between multiple predictor variables and a continuous dependent variable. Furthermore, regression analysis enables the relative effect of each independent variable to be assessed while controlling for demographic characteristics, including age, gender, and overall monthly income level. The application of OLS regression is also consistent with methodologies commonly employed in prior organizational behavior and employee retention studies.

4. Results

According to [54], the acceptable range of Cronsbach's alpha is between 0.6 and 0.7, where any Cronsbach's alpha that is greater than 0.7 is considered good but any Cronsbach's alpha that is lower than 0.6 is considered unacceptable. As illustrated in Table 2, all of the variables' Cronsbach's alpha is greater than 0.6, which are acceptable.

Table 2. Reliability Test Results

Variables	Cronbach alphas (α) coefficient
Work Life Balance	0.629
Job Autonomy	0.832
Compensation	0.879
Democratic Leadership Style	0.646
Job Retention Intention	0.793

After meeting reliability test requirements and calculating mean scores, the correlation is shown as in Table 3. These Correlations results will demonstrate the relationship between each independent variable towards the dependent variable before conducting multiple regression.

The result shows that every independent variable (Work Life Balance, Job Autonomy, Compensation, and Democratic Leadership Style) significantly positively correlates with dependent variables (Job Retention Intention) where the reports are as follows:

- Work Life Balance has a positive correlation with Job Retention Intention with statistical significance ($r=0.298$; $p<0.001$)
- Job Autonomy has a positive correlation with Job Retention Intention with statistical significance ($r=0.650$; $p<0.001$)
- Compensation has a positive correlation with Job Retention Intention with statistical significance ($r=0.707$; $p<0.001$)
- Democratic Leadership Style has a positive correlation with Job Retention Intention with statistical significance ($r=0.569$; $p<0.001$)

This could be suggested that Job Retention Intention can be stimulated by a better Work Life Balance, Job Autonomy, Compensation and Democratic Leadership Style for individuals within organizations. Although, using solely Correlations may not fully indicate all of the effects confirmation, anyhow, it is still needed to – together – demonstrate more on multiple regression in order to confirm the effects when all variables are being considered together.

Table 3. Pearson Correlations Results

Independent Variables	Pearson Correlation results on Job Retention Intention
Work Life Balance	0.298***
Job Autonomy	0.650***
Compensation	0.707***
Democratic Leadership Style	0.569***

NOTE: ***, Correlation at 0.001 (2-tailed)

After conducting Multiple Regression Analysis, the result is shown as in Table 4, along with the results from hypotheses testing. Moreover, this study reports **standardized beta coefficients** to eliminate differences in measurement scale and to allow direct comparison of the relative strength of the independent variables.

Table 4. Coefficients Result

Independent Variables	Standardized Beta Coefficients	Coefficients Std. Error	t-value	p-value	Statistics VIF
Work Life Balance	0.063	0.057	1.359	0.176	1.118
Job Autonomy	0.234	0.066	3.496	<0.001	2.472
Compensation	0.458	0.064	6.580	<0.001	2.657
Democratic Leadership Style	0.104	0.082	1.666	0.097	2.134
Age	0.090	0.036	1.762	0.079	1.420
Gender	0.021	0.065	0.478	0.633	1.041
Income Level	-0.073	0.027	-1.344	0.180	1.614

Note: Job Retention Intention represents as Dependent Variable.

As proposed, Hypothesis 1: There is a positive relationship between Work Life Balance and Job Retention Intention, and the result indicates a positive standardized beta coefficient of Work Life Balance as ($\beta=0.063$; $p=0.176$); it can be interpreted as Individuals who experience high Work Life Balance level tend to have a high Job Retention Intention. Despite this, because p-value is not statistically significant where $p=0.176>0.05$, this hypothesis is **not supported**.

As proposed, Hypothesis 2: There is a positive relationship between Job Autonomy and Job Retention Intention, and the result suggests a positive standardized beta coefficient of Job Autonomy as ($\beta=0.234$; $p<0.001$); it can be interpreted as Individuals who obtain high Job Autonomy in their workplace tend to have high Job Retention Intention. With p-value lower than 0.05, this hypothesis is **supported**.

As proposed, Hypothesis 3: There is a positive relationship between Compensation and Job Retention Intention, and the result indicates a positive standardized beta coefficient of Compensation as ($\beta=0.458$; $p<0.001$); it can be interpreted as Individual who receive high Compensation in their workplace tend to have high Job Retention Intention. With p-value lower than 0.05, this hypothesis is **supported**.

As proposed, Hypothesis 4: There is a positive relationship between Democratic Leadership Style and Job Retention Intention, and the result shows a positive standardized beta coefficient of Democratic Leadership Style as ($\beta=0.104$; $p=0.097$); it can be interpreted as Individuals who experience high Democratic Leadership Style level tend to have a high Job Retention Intention. Although, because p-value is not statistically significant where $p=0.097>0.05$, this hypothesis is **not supported**.

In terms of Control Variables, for Age, the findings indicate a positive standardized beta coefficient of Age as ($\beta=0.090$; $p=0.079$); it can be interpreted as Individuals who are older tend to have higher Job Retention Intention. However, since p-value is not statistically significant where $p=0.079>0.05$, this hypothesis is **not supported**.

For Gender, the analysis demonstrates a positive standardized beta coefficient of Gender as ($\beta=0.021$; $p=0.633$); since the coding indicates Female as 0 and Male as 1 – it can be interpreted as Male tend to have higher Job Retention Intention. However, since p-value is not statistically significant where $p=0.633>0.05$, this hypothesis is **not supported**.

For Overall Monthly Income Level, the result suggests a positive standardized beta coefficient of Overall Monthly Income Level as ($\beta=-0.730$; $p=0.18$); it can be interpreted as Individuals who receive high Overall Monthly Income Level tend to have Low Job Retention Intention. However, since p-value is not statistically significant where $p=0.18>0.05$, this hypothesis is **not supported**.

Variance Inflation Factor (**VIF**) is the indicator to determine multicollinearity of this paper. According to [55], VIF criteria must be lower than 10, where in this paper the highest VIF is 2.657. Therefore, multicollinearity in this paper is not a serious concern.

Moreover, since the Adjusted R-square values 0.54 as shown in Table 5, this can be interpreted as all of the independent variables in the regression analysis (including Work Life Balance, Job Autonomy, Compensation, Democratic Leadership Style, Age, Gender, and Overall Monthly Income Level) can explain Job Retention Intention by 54%. Another 46% can be explained by other variables that were not put in this regression.

Table 5. Model Summary and R-Square results

R-Square	Adjusted R-Square	Std. Error of the Estimate
0.552	0.540	0.49604

Therefore, in Figure 2, it will illustrate the conceptual model of the result of OLS Regression.

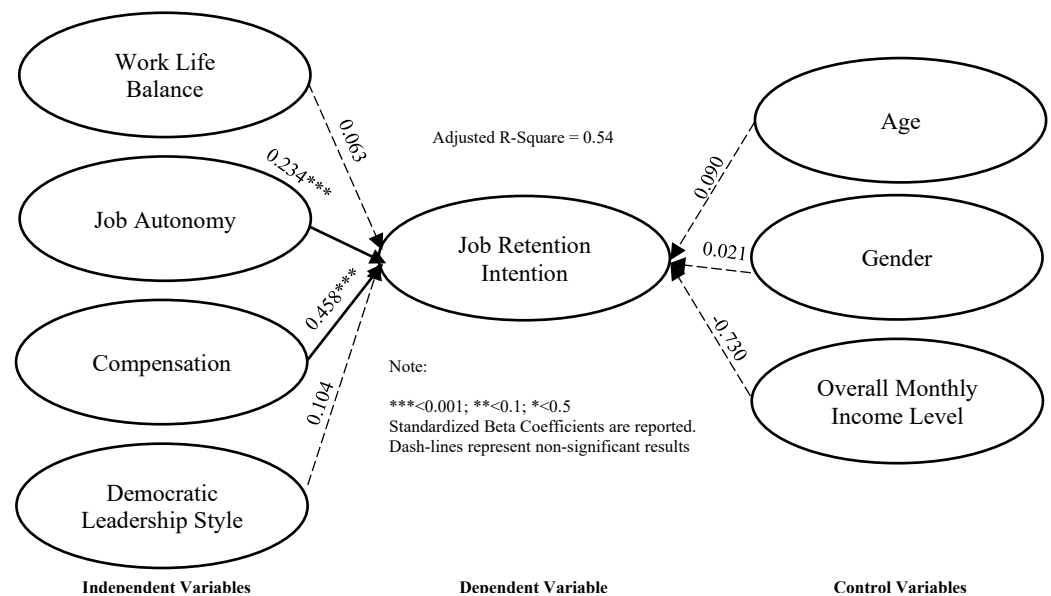


Figure 2. Conceptual model of the result of OLS Regression.

5. Discussion and Conclusion

5.1 General Discussion of the Results

The aim of this study is to examine the effects of Work Life Balance, Job Autonomy, Compensation and Democratic Leadership towards Job Retention Intention. After deriving results from OLS Regression, the results show that not all of the tested variables significantly affect Job Retention Intention. By that, only 2 variables that significantly affect Job Retention Intention consist of Job Autonomy and Compensation. Even though the coefficients in terms of Work Life Balance and Democratic Leadership towards Job Retention Intention are in the expected direction, however, they are statistically insignificant.

After reviewing the OLS Regression results, only 2 independent variables support the hypotheses both directional and statistical significant level (Hypothesis 2: There is a positive relationship between Job Autonomy and Job Retention Intention and Hypothesis 3: There is a positive relationship between Compensation and Job Retention Intention).

In terms of Job Autonomy, as Job autonomy gives employees control, reduce stress, and increase psychological ownership as mentioned in the previous studies [21,23,25]. Moreover, the findings are also consistent with previous empirical research reporting positive associations between job autonomy and employees' intention to stay [56]. Therefore, according to suggested findings, those may indicate that Thai Individuals who are currently in their working age feel more attached to their own company and intend to stay longer.

In terms of Compensation, as it is the most influential predictor among all variables, since this finding suggests that employees who perceive their compensation more positively are more likely to demonstrate stronger intention to remain within their organizations. Moreover, the result is consistent with Equity Theory and Expectancy Theory, which suggest that employees tend to evaluate fairness and rewards when assessing their employment relationships [28-30]. In addition, the finding aligns with previous studies reporting that fair and satisfactory compensation practices contribute positively to employee retention and organizational commitment [53] [57]. Within the Thai workforce context, compensation may continue to play an important role in shaping employees' perceptions regarding organizational support, fairness, and long-term employment stability.

On the other hand, Hypothesis 1 and Hypothesis 3 are not supported. This may occur due to several reasons.

Although work-life balance demonstrated a positive association with job retention intention, the relationship was not found to be statistically significant. This result may indicate that, despite the importance of work-life balance for employee well-being, it may not serve as the primary determinant of retention intention among the respondents in this study when compared with factors such as compensation and job autonomy. One possible explanation is that employees may place greater emphasis on financial security and workplace flexibility under current economic and organizational conditions. Nevertheless, the positive direction of the relationship remains generally consistent with previous literature suggesting that work-life balance is associated with lower turnover intention and improved employee well-being [19,20].

In terms of Democratic Leadership Style, it gives employees more engagement, performance and discretionary [33]. With the matched Leadership Style, organizations can earn benefits from job satisfaction, motivation and organizational commitment from their employees [32]. Therefore, according to collaborative, trust oriented and shared-decision making characteristics of Democratic Leadership Style it may not match with Thai culture according to Hofstede cultural dimension where Thailand earns a score of high power distance. This can be analyzed that Thai culture may respond more in hierarchical organizational structure rather than heterarchical organizational structure.

Moreover, as there is no direct causality of Democratic Leadership Style and Job Retention Intention mentioned in previous studies of this paper, therefore it could be analyzed that Democratic Leadership Style may not directly impact Job Retention Intention by itself. Rather, it would indirectly affect Job Retention Intention through Job Satisfaction (Mediating effect) since this variable may not independently predict retention when other factors are simultaneously considered.

5.2 Limitations

Despite insights information provided on Job Retention Intention among Thai workers, this study still obtain several limitations.

Firstly, this study uses Convenience and Snowball Sampling Method, this could reveal lack of generalizability of this study, lead to biases when respondents are from similar backgrounds and thus, it may not fully represent the whole census of Thai workforce as it is not randomly selected. In other words, even though this study reflects Thai samples, it is needed to carefully consider that this result may not represent the broader Thai workforce population.

Secondly, this data collection is a cross-sectional design where it collects data at one point in time. This could explain that causal relationships between the variables cannot be definitively established. Because Job Retention Intention may vary among individuals when time changes, cross sectional can not track changes, therefore needed for longitudinal study.

Thirdly, the variables in this study are limited where the Adjusted R-square is 0.540, meaning all of the independent variables in this paper explains Job Retention Intention by only 54.00% where the other 46.00% can be explained by possible other (important) factors.

Fourthly, this paper is analyzed through the OLS Regression Method solely. This could reflect in relationship testing solely where mediation effects and deeper mechanisms are not tested as in more advanced methods such as SEM.

5.3 Recommendation for Future Research

For future research there are recommendations for improvements and further explorations. Firstly, is methodological improvements. As this study uses cross-sectional design where it represents results at one time frame only. Therefore it is recommended to use Longitudinal study where researchers can track results over time since human satisfactions and attitudes change over time, such as re-do survey in every 6 months and track whether Job Retention Intention (Turnover Intention) become actual turnover or not in order to find stability of Job Retention Intention. Moreover, since Work Life Balance and Democratic Leadership Style is not statistically significant, though, it may work indirectly through mediators such as Job Satisfaction and/or Organizational Commitment. Therefore, future researchers should use more than a simple method but mediation testing softwares. Apart from cross-sectional design and hidden mechanism development, future research could also expand more variables by improving models. Since the R-square of this study represents as 0.552, future study can also include more variables such as Workload, Stress, Job Security, Organizational Culture and Work Meaningfulness for a more complete model. Furthermore, since this paper use Convenience and Snowball Sampling Method, the future research could also consider using Probability Sampling such as Stratified Sampling and Random Sampling while increasing the sample size. With these, the future research could gain stronger generalizability for their study.

5.4 Managerial Implications and Conclusions

As Job Retention Intention is one of the factors that can help indicate how much individuals wanting to remain in an organization, it helps organization to contain

valuable personnel resources to stay in a company, while re-recruiting, excessive trainings for new comers can reflect in less cost due to lower turnover rate. However, in trying to retain Job Retention Intention of employees within the organization, top management can not perform all of the possible factors in order to retain their valuable staff members. In fact, top management should consider which factors would suit best for their own organizations whether it is in terms of reasoning, cost minimization, and worthiness.

Since the finding shows that there are only 2 significant predictors in this study including Job Autonomy ($\beta = 0.234$, $p < 0.001$) and Compensation ($\beta = 0.458$, $p < 0.001$), the top management should focus on these two significant predictors carefully and logically for the best organizational outcomes. Though according to findings, this study shows that a one standard deviation incremental in Compensation is associated with a 0.458 incremental of Job Retention Intention's standard deviation while other variables are held constant – and – one standard deviation increasing in Job Autonomy is associated with a 0.234 standard deviation incremental of Job Autonomy while other variables are held constant – given Compensation is the most powerful predictor while Job Autonomy is the second most powerful predictor.

Therefore, the managerial implication in-practice should prioritize increasing Compensation predictor then Job Autonomy predictor once cost structure is being considered. In increasing Compensation predictor, top management should focus on ensuring fair pay structures, considering performance-based incentives, and providing structured salary review systems. This could help ensure fair pay, pay growth, and effort-reward actions, which results in more mentally connection and more Job Retention Intention.

For the second most important predictor – Job Autonomy; the top management should consider – in practice – reducing monitoring-behavior supervision, delegating authority, allowing freedom to choose work methods for their employees, encouraging participative tasks deciding and focusing more on results not the steps and controls. These practical implications could result in more trust, empowerment, and decision making freedom from the subordinates side. The top management can further develop this managerial implications to match their turnover rate of their companies as well. For example, if some of the company turnover rate results that younger generations and skilled workers are the groups that leaves most in their companies; the top management could also considering utilizing these managerial implications on these prioritized groups in order to increase their psychological ownership and in turn increase Job Retention Intention of the specified groups.

Nevertheless, since this study is based on Thai workforce data, the top management who consider utilizing this study could be aware of cultural differences and differences in individual expectations as well to maximize outcomes for firms. Therefore, the top management should consider how and when to utilize Compensation and Job Autonomy wisely and proportionally to serve different firms needs.

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