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RESEARCH ARTICLE

Exploring the Drive to Depart: How Demographics Influence Turnover Intentions among Employees at Sanam Chai Sub-district Administrative Organization in Suphanburi

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Abstract

This study focuses on 1) gathering and analyzing the basic profile of survey participants, 2) exploring the turnover intentions among staff members of the Sanam Chai Sub-district Administrative Organization in Mueang Suphanburi District, Suphanburi Province, and 3) examining how demographic variables influence turnover intentions. Employing a quantitative methodology, the research utilizes questionnaires to collect data. Analysis of the data is conducted using descriptive statistical methods, such as frequency, percentages, mean values (μ), and standard deviations (σ), alongside inferential statistical techniques including the t-Test and One-way Analysis of Variance (ANOVA). Results from the study reveal a generally high inclination towards resigning among the surveyed employees. Tests of the research hypotheses show that factors like gender, educational attainment, marital status, department affiliation, and monthly income do not statistically affect turnover intentions. On the other hand, educational level and marital status, are found to significantly influence turnover intentions with a statistical significance at the .05 level.

Keywords: demographic factors; staff; turnover intentions

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1. Introduction

The concept of employee resignation intention is characterized by behaviors that reveal an employee's wish to quit their current position in pursuit of alternative employment opportunities. This desire often originates from a lack of satisfaction with their current job. Studies conducted by academics like Lambert et al. (2001), Lu et al. (2012), Mobley et al. (1978), Price (1977), and Roberts et al. (1978) have demonstrated a strong correlation between job satisfaction and both the inclination to leave and actual departures from an organization.

Presently, there are key "push" factors that prompt employees to consider resigning. Resignation from an organization is not just an isolated incident or phenomenon but a lengthy decision-making process. This process may extend over weeks, months, or even years until an employee firmly decides to resign. Before making such a decision, employees typically manifest various signs or engage in unusual behaviors, such as arriving late more frequently, showing a decline in work enthusiasm, performing tasks with less vigor, and making errors. Rather than exploring the underlying reasons for these behaviors to address and prevent issues in the long run, managers or department heads often resort to punishing employees for the mentioned misbehaviors (Rasmithamchoti, 2006).

From an initial review of the literature, research by Kamthong (2020) and Channok (2018) suggested that demographic variables, including gender, age, marital status, educational attainment, professional role, and tenure, have a significant impact on the decision to resign from a job. With this information in mind, the researcher aims to explore how demographic factors influence the intention to resign among employees at the Sanam Chai Sub-district Administrative Organization in Suphanburi Province. The goal of this research is to assist organizations in crafting and enhancing strategies for human resource management that will help retain employees and ensure efficient service provision to the community.

2. Objectives

1. To analyze the basic demographic data of the participants.
2. To explore the turnover intentions among staff of the Sanam Chai Sub-district Administrative Organization in Mueang Suphanburi District, Suphanburi Province.
3. To assess how demographic factors influence the turnover intentions of employees at the Sanam Chai Sub-district Administrative Organization in Mueang Suphanburi District, Suphanburi Province.

3. Literature Review

3.1 Defining Turnover Intention

The concept of the intention to resign encompasses a complex interplay of factors that influence an employee's decision to leave their current position, as explored by several researchers over the years. At the core of this phenomenon is job dissatisfaction, a sentiment that prompts an employee to reconsider their commitment to an organization, as articulated by Mowday, Porter, and Steers (1982). This dissatisfaction is not merely a fleeting feeling but a profound disconnection from the job and the organization, driven by various job-related factors such as the work environment, relationships with colleagues and superiors, job role, and expectations versus reality. Nadiri & Tanova (2010) expand on this by framing the resignation intention as a proactive and voluntary decision-making process. Here, the desire to leave is not impulsive but a considered response to available opportunities and a reflection on one's career aspirations and personal goals. This perspective underscores the significance of external opportunities in the resignation process, suggesting that employees are not just driven away by dissatisfaction but are also pulled towards more appealing prospects elsewhere. This duality of push and pull factors illustrates the complexity of the resignation intention, emphasizing the role of the broader job market and individual career growth opportunities. Spector (1996) further elaborates on the resignation process by identifying specific behaviors associated with the intention to resign. According to Spector, job dissatisfaction manifests in tangible actions such as engaging in job searches, applying to other positions, and attending interviews. These behaviors are significant as they represent the transition from a passive state of dissatisfaction to active steps towards leaving the organization. The culmination of this process is the actual resignation, marking a definitive break from the organization by the employee.

Integrating these perspectives, it becomes clear that the intention to resign is a multifaceted and dynamic process, influenced by an array of internal and external factors. Internally, an employee's feelings towards their job, including dissatisfaction and misalignment with organizational values or job roles, play a critical role. Externally, the availability of better opportunities acts as a catalyst for the resignation decision. The process is further characterized by identifiable behaviors that signal an employee's movement towards resignation. This comprehensive view highlights the importance of understanding and addressing the underlying causes of job dissatisfaction and creating a supportive and fulfilling work environment. Organizations need to be proactive in identifying signs of employee discontent and engaging in open dialogue to address concerns. Additionally, offering career development opportunities and recognizing individual contributions can help in aligning personal and organizational goals, thus reducing the likelihood of resignation intentions. By adopting a holistic approach to employee satisfaction and engagement,

organizations can foster a more loyal and motivated workforce, mitigating the risks associated with high turnover rates.

3.2 Demographic Factors Components

Demographic characteristics significantly shape individual behaviors, decisions, and perspectives, affecting everything from consumer behavior to career choices and lifestyle preferences. These factors include gender, age, education level, marital status, job position, and monthly income, each contributing uniquely to the mosaic of human behavior.

3.2.1 Gender Dynamics

Gender plays a pivotal role in molding behaviors and decision-making processes, as noted by Kotler (2000). The influence of gender on behavior extends beyond biological differences, deeply rooted in societal norms, cultural expectations, and individual upbringing. These factors collectively drive distinct patterns in decision-making and behavior, showcasing diverse preferences and perspectives between genders. The interplay of these influences makes gender a critical consideration in understanding consumer behavior and organizational dynamics.

3.2.2 Age Influence

Age impacts an individual's outlook and behavior, with Satevetin (2010) observing that younger people often exhibit more liberal, optimistic, and innovative thinking. In contrast, older individuals may lean towards conservatism and caution, shaped by their extensive life experiences. This difference in perspective also translates into distinct media consumption habits and adaptability to change, highlighting age as a crucial factor in demographic studies.

3.2.3 Educational Attainment

Education significantly affects one's thought processes, values, and behaviors, as described by Satevetin (1997). Higher education not only broadens one's horizons, allowing for better comprehension and critical thinking but also instills a level of skepticism towards unsubstantiated claims. Furthermore, educational background influences media preferences and information processing capabilities, underlining education's role in shaping informed individuals.

3.2.4 Marital Status Implications

Marital status, as outlined by Sereerat et al. (1998), is another demographic variable with profound implications on economic, social, and legal dimensions of life. The distinction between being single, married, widowed, divorced, or separated can

significantly influence an individual's priorities, financial responsibilities, and social behaviors, reflecting the complex interdependencies between personal life and societal norms.

3.2.5 Job Position and Authority

The role or position one holds within an organization, as defined by Suwannasri (2023), denotes a level of authority, responsibility, and entitlement to certain benefits. Transitions in job positions reflect not only career progression but also changes in personal identity, social status, and financial stability, marking them as significant events in an individual's professional life.

3.2.6 Income's Role

Monthly income, highlighted by Maijan (2017), is a critical determinant of economic status, influencing purchasing power and lifestyle choices. Income levels determine the accessibility to various products and services, shaping one's living standards and financial planning. This factor is central to understanding consumer behavior, social stratification, and economic well-being.

In summary, demographic factors offer a lens through which the complexities of human behavior and societal dynamics can be understood. They highlight the diversity of individual experiences and the multifaceted nature of human decision-making, emphasizing the need for a nuanced approach in both research and practical applications across fields.

4. Conceptual Framework

Drawing from the literature review, the conceptual framework is depicted in Figure 1, illustrating the foundational concepts, variables, and their anticipated interconnections as identified through the scholarly review.

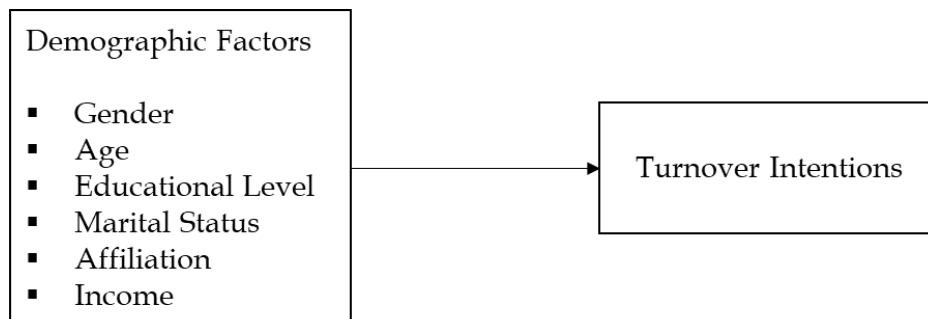


Figure 1. Conceptual framework

5. Methods

This study adopts a quantitative research approach, focusing on a targeted group of 61 individuals employed by the Sanam Chai Sub-district Administrative Organization in Suphanburi Province, as detailed by the organization's Human Resources Department. The decision to encompass the entire employee base in the data collection process stems from the organization's relatively small size, aiming to capture a holistic and detailed dataset. The primary instrument for data gathering in this research is a structured questionnaire, meticulously crafted and segmented into two distinct sections:

1. The first section of the questionnaire seeks to gather essential demographic and personal information from the respondents. This includes variables such as the respondent's gender, age, level of educational attainment, marital status, departmental affiliation, and monthly income, utilizing a checklist format for ease of response.
2. The second section delves into exploring the respondents' turnover intentions at the Sanam Chai Sub-district Administrative Organization. This part employs a 5-point rating scale to quantify the employees' resignation intent, allowing for nuanced insights into their motivations and likelihood of leaving.

Prior to the main survey, a preliminary pilot test involving 30 participants was conducted to ensure the reliability and validity of the questionnaire. This step was critical for refining the survey instrument and ensuring its effectiveness in capturing the intended data accurately. The robustness of the questionnaire was confirmed through the calculation of Cronbach's alpha coefficient, a statistical measure of internal consistency. The coefficient alpha obtained for the scale measuring the turnover intentions was 0.80, surpassing the acceptability benchmark of 0.70. This high level of reliability indicated that the questionnaire was well-constructed and suitable for the subsequent phase of actual data collection, ensuring the integrity and trustworthiness of the research findings.

6. Results

This quantitative research investigates the individual attributes of respondents from the employees at the Sanam Chai Sub-district Administrative Organization in Suphanburi Province.

6.1 Analysis of Respondents' Personal Attributes

A significant portion of the survey participants, 33 individuals or 54.10%, are male. Those born between the years 1980 to 1997 make up 41.00% of the respondents,

totaling 25 individuals. A majority, 57.40%, equivalent to 35 people, have attained a bachelor's degree. Regarding marital status, single individuals dominate the respondent group, with 31 people or 50.80%. A notable number of respondents, 15 or 24.60%, are employed in the Secretary's Office. The prevalent monthly income range among the participants is between 15,001 to 20,000 baht, observed in 17 respondents or 27.90%.

6.2 Evaluating the Turnover Intentions among Employees

The analysis concerning the employees' turnover intentions at the Sanam Chai Sub-district Administrative Organization suggests a moderate overall inclination towards leaving their jobs. Detailed evaluation of individual responses, ranked by their average scores from highest to lowest, indicates a strong propensity for seeking alternative employment, followed by a pursuit of more favorable job opportunities elsewhere.

6.3 Testing the Research Hypothesis

Upon testing the research hypothesis, it was found that certain demographic characteristics, notably the level of education and marital status, have a statistically significant impact at the 0.05 level on the employees' decision to resign from the Sanam Chai Sub-district Administrative Organization in Mueang Suphanburi District, Suphanburi Province. This underscores the critical influence of educational background and marital status on the propensity of employees to consider leaving their current positions, highlighting the importance of these factors in understanding employee retention and turnover.

4. Discussion

The research validated the hypothesis that demographic variables such as educational attainment and marital status considerably influence the resignation intentions within the Sanam Chai Sub-district Administrative Organization's workforce in Suphanburi Province.

Educational attainment emerged as a critical factor, where employees holding bachelor's degrees were more inclined to contemplate resignation compared to their more highly educated peers. This inclination could stem from a desire among bachelor's degree holders to pursue further education to better their job prospects and embrace continuous learning for future career enhancements. They are likely more engaged in seeking new opportunities, leveraging technology to stay informed about job openings, and are more proactive in scouting for superior job positions to advance their careers. This observation is consistent with Channok's (2018) findings on how motivational factors and organizational loyalty impact resignation rates, showing a notable variance in resignation intentions based on education levels, a pattern also

seen in Sangaroonkool's (2015) study, which highlighted educational level as a determinant of resignation intent.

The marital status of the employees was another determinant, with single employees demonstrating a higher propensity to resign than their married counterparts. The drive for resignation among single staff could be attributed to personal ambitions, perhaps allocating time for self-development or seeking out new horizons as a catalyst for change. Discontent in the current role and apprehensions about future prospects may also play a significant role in the resignation decision. Striving for a balanced life, where work-induced stress is minimized, underscores the importance of resignation. This decision process is nuanced and necessitates thoughtful deliberation. These findings resonate with the research conducted by Sawathwej and Puangyoykeaw Setthakorn (2019), which indicated that marital status markedly influences resignation tendencies, a sentiment echoed in Anawis and Rojanathan's (2019) study on Generation Y employees' resignation motivations, highlighting the impact of individual differences, income, and marital status on the likelihood of resigning.

5. Conclusion

The research on demographic factors influencing the intention to resign among employees of the Sanam Chai Sub-district Administrative Organization, Mueang Suphanburi District, Suphanburi Province, aims to: 1) study general information about the respondents, 2) investigate the level of intention to resign among employees of the Sanam Chai Sub-district Administrative Organization, Mueang Suphanburi District, Suphanburi Province, and 3) examine the demographic factors influencing the intention to resign among employees of the Sanam Chai Sub-district Administrative Organization, Mueang Suphanburi District, Suphanburi Province. The population comprises employees within the Sanam Chai Sub-district Administrative Organization, Mueang Suphanburi District, Suphanburi Province, totaling 61 individuals. The researchers utilized a questionnaire as the data collection tool and analyzed the data using descriptive statistics, including frequency, mean (μ), standard deviation (σ), and inferential statistics, such as t-test, f-test, and One-way ANOVA for variance analysis.

6. Recommendations

The study offers several recommendations based on its findings. Firstly, it suggests that in recruitment processes, HR departments should prioritize candidates with master's degrees over those with bachelor's degrees, within the confines of regulations. Secondly, it advises management to initiate activities fostering a positive organizational attitude and enhancing employee engagement. Thirdly, it recommends providing benefits to employees with bachelor's degrees and to single employees to

improve employee retention. Moving forward, the researchers propose further investigations to broaden the understanding gained from this study. This includes exploring additional demographic factors like ethnicity and family size to uncover potential variances. Additionally, they advocate for studying attitudes that impact turnover intentions to inform organizational adjustments aimed at maximizing efficiency. Qualitative research via in-depth interviews with both researchers and individuals intending to resign is also suggested to comprehend primary reasons and significant factors influencing resignations within specific organizations. Furthermore, comparative studies among employees working in similar organizations within Suphanburi Province are proposed to explore similarities and differences in factors influencing turnover intentions.

Author Contributions: PS contributed to the conceptualization, design, and implementation of the study, including data collection and analysis. They also played a key role in drafting the manuscript, interpreting the results, and revising the manuscript for intellectual content. LS supervised the research process, provided guidance on data analysis and interpretation, and ensured adherence to ethical standards. Additionally, LS reviewed and edited the manuscript for clarity and accuracy, and corresponded with journal editors and reviewers during the submission and review process. Both authors have read and approved the final version of the manuscript.

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