

pISSN: 1906 - 3296 © 2020 AU-GSB e-Journal.  
 eISSN: 2773 - 868x © 2020 AU-GSB e-Journal.  
<http://www.assumptionjournal.au.edu/index.php/AU-GSB>

# Refining Employee Turnover Intention through Organization Development Interventions: An Action Research on Water Filtration Enterprise in Bangkok

Arisa Samrong <sup>1\*</sup>, Papitchaya Wisankosol <sup>2\*\*</sup>

Received: March 10, 2022.

Revised: March 25, 2022.

Accepted: March 28, 2022.

## Abstract

**Purpose:** The objectives of this research are to analyze employee turnover intention, to observe the determinants on employee turnover intention, and to develop organization development interventions to reduce employee turnover intention of sales department of a water filtration enterprise in Bangkok. **Research design, data and methodology:** The action research is conducted in three stages: pre-ODI, ODI, and post-ODI. One hundred samplers from the sales department of a water filtration enterprise in Bangkok are involved in the data collection and organization development intervention procedure. Data is analyzed by the observation of Percentage, Mean, Standard Deviation (S.D.), and Multiple Linear Regression (MLR). **Results:** The preliminary research results show that all variables (which are relationship with colleagues, intrinsic motivation, and job satisfaction) have negative causal relationships with employee turnover intention. The researchers then design organization development interventions to align with the findings in preliminary stage and implement with the sampling group. Pre-data and post-data are compared by means of Structural Equation Modeling (SEM). **Conclusions:** The final results confirm that all variables are improved to higher level and employee turnover intention is significantly decreased after the organization development process.

**Keywords :** Turnover Intention, Job Satisfaction, Intrinsic Motivation, Relationship with Colleagues, Organization Development Intervention

**JEL Classification Code :** L19, L20, M12, M53

## 1. Introduction<sup>1</sup>

Nowadays, HR departments and executives of many organizations have recognized the importance of retaining competent personnel and attached great importance to the resignation of employees because the right and desired

capabilities of each organization require both time and effort. The whole budget including equipment, tools and personnel in the trainings are pretty much expensive. This starts from recruiting, selection, hiring, training, developing as well as concerning for salary, wages, and benefits. Therefore, if the investment is wasted on the results of short-term leave,

<sup>1</sup> \* Associate Professor of Industrial and Organizational Psychology, Faculty of Education, Ramkhamhaeng University, Thailand, Email: arisa.ru@hotmail.com

<sup>2</sup> \*\* Associate Program Director of Ph.D. in Organization Development, Assumption University, Thailand, Email: papitchayawasn@au.edu

© Copyright: The Author(s)

This is an Open Access article distributed under the terms of the Creative Commons Attribution Non-Commercial License (<http://creativecommons.org/licenses/by-nc/4.0/>) which permits unrestricted noncommercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

absenteeism, delays and work which is not performed to the full capacity of each person, the organization will have to spend a lot of the costs that it has already invested and incur the expense of new investments in personnel that need to be replaced (Raddaha et al., 2012). As results in a lack of continuity in operations, some performance is degradation until new personnel replaces and works with efficiency equal to or better than before (Rizwan et al., 2014).

Sales department of this water purifier company was facing with the problem of employee resignation due to several reasons. For example, there is fierce market competition for this type of product, brand loyalty is rare due to the presence of multiple market players. There are both domestic products and famous brands imported from abroad. Including the price of imported goods must include transportation costs. As a result, the product is priced higher than many other players, with less sales leading to lower returns as well. These are all related to the resignation of sales staff in this organization. Therefore, the researchers were interested to study the factors that could influence employee's willingness to quit and implement tools to help reduce those turnover intentions.

In this research, the researchers gathered and collected data from many sources, collected both primary and secondary data to study the possible factors which could be the main reasons for the intention to resigning from the position in this organization. It is hoped that the results of this study will be beneficial to the stability of this organization and to other organizations facing similar problems. It will also be useful to help planners to find strategies and tools for organizational development as well as improving various factors to influence the persistence of employees.

### 1.1 Research Objectives

1. To identify factors influencing employees' Turnover Intention from the sales department of a water filtration enterprise in Bangkok
2. To design appropriate Organizational Development Interventions to reduce employees' Turnover Intention
3. To investigate the differences between pre-ODI and post-ODI on Job Satisfaction, Intrinsic Motivation, and Relationship with Colleagues of employees in sales department of a water filtration enterprise in Bangkok
4. To investigate the differences between pre-ODI and post-ODI on Turnover Intention of employees in sales department of a water filtration enterprise in Bangkok

### 1.2 Research Hypotheses

H1: There is a significant influence of Job Satisfaction on Employee Turnover Intention.

H2: There is a significant influence of Intrinsic Motivation on Employee Turnover Intention.

H3: There is a significant influence of Relationship with Colleagues on Employee Turnover Intention.

H4: After the implementation of ODI, Job Satisfaction, Intrinsic Motivation, and Relationship with Colleagues are improved.

H5: After the implementation of ODI, Employee Turnover Intention is reduced.

### 1.3 Conceptual Framework

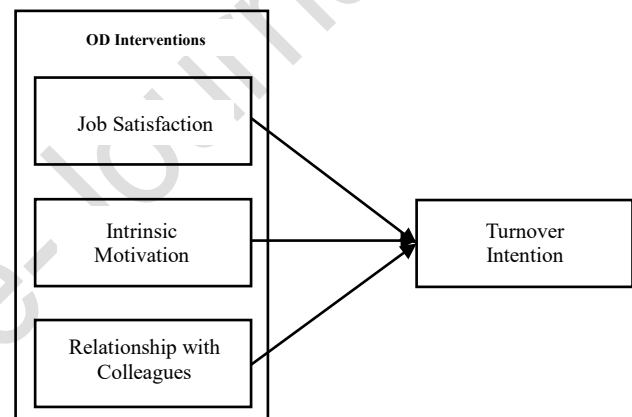


Figure 1. Conceptual Framework

### 1.4 Scope of Research

#### Content Scope

This research outlines Herzberg's Two Factor Theory (1950) on the concept of motivation in how the behavior of individuals drives at work, including Maslow's Hierarchy of Need, Vroom's Expectancy Theory (1964), McClelland's Achievement Motivation Theory (1985), and J. Stacy Adams's Equity Theory (1965) which such concepts and theories can be classified as independent variables for the study as follows:

1. Job Satisfaction consists of satisfaction with opportunities for advancement, satisfaction with compensation and benefits, satisfaction with the nature and type of work, and lastly satisfaction with the working environment.

2. Motivation focuses on Intrinsic Motivation factors, including the perception of the value of the job, being inspired by the job, excitement of the job, and gaining motivation from the job.

3. Relationships with Colleagues consist of teamwork, intercommunication, being respected and honored, and praised by colleagues and supervisors.

### Population Scope

This research focused on the study of Turnover Intention of employees in the sales department of a water purifier company in Bangkok which had the highest turnover rate amongst other departments in the company with the average rate of around 2-5% per month.

## 2. Literature Review

### 2.1 Concepts and Theories on Turnover Intention

Many theorists and researchers have defined turnover intention (resignation) in various meanings but they are all similar. Pigors and Meyers (1973) has given the meaning of resignation as the movement or change of the number of personnel, which covers both entering the organization (Job Accessions) and leaving the organization (Job Separations).

While Sayles and Strauss (1977) says that resignation means the end of the hire of an employee and a new employee is hired in his place. Entry and exit may occur voluntarily or involuntarily, avoidable or inevitable. Involuntary resignation is often caused by employers who is the key person to terminate the employment contract. As for the inevitable dismissal, it usually occurs in the form of the employers controlling salary, wages, benefits, working hours and working conditions, which are too rigorous (Mobley, 1977).

Mawday (Mueller, 1990) has given the meaning of the intention to resign as the needs or intentions of the person to change or leave a job, influenced by their feelings about the job itself. The intention to resign from the job is a result of the decrease in the relationship with the organization and influence of job dissatisfaction (Mueller, 1990).

### 2.2 Concepts and Theories on Job Satisfaction

Concepts and theories on job satisfaction change over time. The researchers studied the theory, which is widely used in contemporary job satisfaction research. *Achievement Theory*, the theory measures satisfaction in terms of the reward a person receives or the extent to which his needs are met. Additionally, they believed there is a positive direct relationship between satisfaction with the job and the actual satisfaction of the expected needs. The main problem in this approach is that job satisfaction does not depend only on compensation from duties that a person receives but also what he felt he deserved. Since there will be a large difference in the reality and expectations of a person, job

satisfaction cannot be regarded only as the amount a person earns from his or her job. Another important factor and variable that should be included in order to accurately predict job satisfaction is the strength of a person's desire according to the degree of a person's ambition in a particular field. This led to the development of the job satisfaction discrepancy theory (Griffeth et al., 2000). *Maslow's Hierarchy of Needs Theory* is one of the most widely publicized theories of human motivation in the past developed by Abraham Maslow. The theory states that humans will have higher needs to meet their needs once they are satisfied with their basic needs. Maslow's theory classified human needs into 5 types as follows: 1) Physiological needs 2) Safety and Security needs 3) Love and Belonging 4) Esteem, and 5) Self-Actualization (Maslow, 1943).

### 2.3 Concepts and Theories on Intrinsic Motivation

Motivation is a behavior that manifests from an individual's willingness to do something conditionally by taking various factors as the driving force for the behavior to achieve the desired goals. Motivation comes from a variety of causes such as a need, a drive, a stimulus, or an expectation, which perhaps the person may not be aware of or may intentionally make it happen. Motivation is a behavior that does not have certain rules. Different individuals have different motivation complexes or may have corresponding motivations (Sawangarom, 2006; Prasertsri, 2013).

A person's interest in work is primarily driven by motivation, which can lead to a better understanding. Motivation is an attempt to accomplish the work as intended, taking into account of the organization's goals. It is then to pay attention to the personal tasks that are expected and desired to be accomplished (Beadles et al., 2006; Cho et al., 2009).

Deci (Deci et al., 1989) proposed the theory that a person increases his work effort because of both internal motivation equals to external motivation. He believes that the work must be creative enough to give people a sense of accomplishment and happiness. At the same time, a person must feel that he can control his own actions. This creates an intrinsic motivational state. People who are internally motivated are more satisfied and devoted to their work than those who are externally motivated (Deci & Ryan, 2000).

### 2.4 Concepts and Theories on Relationship with Colleagues

*McClelland's Achievement Motivation Theory* (1985) states that every individual has three components:

1. Need for Achievement (nAch) is the need to do things

to the best and for success. It is perfect and of an excellent standard.

2. Need for Power (nPow) is the need to control the environment and want to influence others. Individuals with a strong need for power will seek ways to gain influence over others, want to be recognized or praised by others. They will be more concerned with power than being productive.

3. Need for Affiliation (nAff) is the need to gain or have a good relationship with others, being a part of the group, need good relationship with others. Individuals in need of high engagement prefer cooperative situations over competitive situations. They will try to build and maintain good relationships with others.

Relationships with colleagues can be defined in a number of ways based on different theories; for example, the achievement motivation theory or the social network theory mentioned that colleagues arise in networks where people are dots and relationships are lines. A solid line connects people with strong relationships, while a dash connects pairs of people with weak relationships (Griffeth et al., 2000). This research deals with a general view of the relationship that occurs at workplace and how employees perceive them which is about the quality of the relationship. Therefore, relationships with colleagues at work can be distinguished from different attributes such as trust, cooperation, etc (Buljubasic, 2008). Relationships between colleagues can affect the work environment. This is because employees spend more time with their coworkers during work hours. If employees have a good relationship with their co-workers, it may create a satisfying work environment.

## 2.5 Related Researches

Vidal et al. (2007) studied the reasons on the intention to resign from the job by collecting information from 81 employees in management level from many multinational companies in Spain. Job satisfaction had a significant effect on the willingness to quit. Questionnaire comprised of 4 questions on 1) willingness to look for outside job 2) willingness to quit the job if getting a new and better job in the future 3) seriousness of thinking about leaving the organization and 4) intentions in the next 5 years to continue working in this organization. The results showed that job satisfaction had a negative effect on willingness to quit.

In addition, there are many other studies supporting that job satisfaction is related to personal reactions to the work environment, resulting in a negative correlation between job satisfaction and willingness to quit (Abdulla et al., 2011; Asegid et al., 2014; Calisir et al., 2011) Meanwhile, Cho and Lewis (2012) indicated that individuals with relatively low job satisfaction were more inclined to change their jobs. The belief that satisfied employees are more productive than dissatisfied employees. It has been a fundamental belief

among managers for many years. Nowadays, there are researches that has begun to support this theory about the relationship between job satisfaction and work efficiency (Mobley, 1977); however, organizations are responsible for providing challenging and rewarding to employees. Several researchers have previously supported the relationship between job satisfaction and willingness to quit. One of them is from Slattery (2005), he found a strong negative correlation between job satisfaction and willingness to quit of low-performing hospital employees.

Mawday et al. (1982) agreed that dissatisfied workers were more likely to quit their jobs than satisfied workers. Bateman 's (2009) research also showed that different factors such as age and job satisfaction are good predictors of a worker's willingness to leave. Studies have also shown that intention to quit can be used to predict future resignation (Aegid et al., 2014).

For other resignation triggers, Deci and Ryan (2000) has compiled and summarized the results from a number of studies and researches related to intrinsic motivation. It was found that employees who were more intrinsically motivated were more independent than those who were less intrinsically motivated. The research showed that they have more resistance in the challenge situations and found that the intrinsic motivation has a negative relationship with the intention to quit. Mosadeghrad et al. (2008) studied the relationship between goals to improve their abilities and resignation. The two were found to have a positive correlation but this relationship may vary depending on the level of intrinsic motivation.

Bateman (2009) studied the relationship between intention to quit and relationships amongst colleagues. The results showed that there was a negative correlation between the support between coworkers and a good relationship and their willingness to quit their job since good relationships amongst colleagues can effectively reduce the stress of work.

## 3. Research Methodology

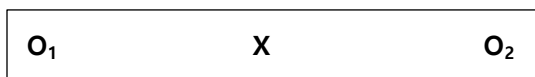
### 3.1 Research Design

This research conducted an action research, starting with *planning* that leads to action, *action* that is the implementation of the plan, *development*, which included ODIs (Organization Development Interventions), and *reflection* as the result of the practice. It encouraged planners to learn or understand weaknesses and strengths of the plan and implementations.

### 3.2 Experimental Design

Quasi-Experimental Design (One Group Pretest Posttest Design) was implemented in this experiments.

Participants were tested before and after the interventions (Pre-ODI and Post-ODI) to test whether there are any differences between those stages.



### 3.3 Population and Sampling Procedure

Purposive sampling was chosen to conduct research because it is a case study, which the criteria was to select only the sales staff of a water purifier organization in Bangkok. The researchers selected 100 employees (n/S) from a total of 133 sales staff (N) based on the principle of Craigie & Morgan (1970) at 97 sample sizes (a margin of error of 5% with a 95% confidence interval).

### 3.4 Research Instrument

Closed-ended questionnaire was designed with 2 sections as follows:

**Section 1** Demographic characteristics of the respondents, which were gender, age, educational level, marital status, and tenure were observed with the use of the nominal data measurement level (Nominal Scale) and the measurement of ranking data (Ordinal Scale).

**Section 2** Inferential Questionnaire designing with the ordinal scale and 5-point Likert Scale (Schmee & Oppenlander, 2010) with a total of 23 measurement items - classified from Strongly Agree (5 points) to Strongly disagree (1 point).

The questionnaire has been verified by 3 experts for the content validity (Item-Objective Congruence: IOC) as well as verified by 30 sales staff from different organizations for the Reliability test (Cronbach's Alpha). The result showed that the entire questionnaire is consistent in content, structural validity, and confidence values that can be used to collect data according to the criteria.

**Table 1.** Content Validity and Construct Validity

Variable	Item	Content Validity (IOC)	Construct Validity ( $r_{xy}$ )
Job Satisfaction	S1	1	0.750
	S2	1	0.729
	S3	1	0.901
	S4	1	0.892
	S5	1	0.797
	S6	1	0.787
Intrinsic Motivation	M1	1	0.889
	M2	1	0.872
	M3	0.67	0.819
	M4	1	0.854
	M5	1	0.844
	M6	1	0.841

Relationship with Colleagues	R1	1	0.815
	R2	1	0.833
	R3	1	0.816
	R4	1	0.826
	R5	1	0.844
	R6	1	0.853
Turnover Intention	T1	1	0.745
	T2	1	0.797
	T3	1	0.881
	T4	1	0.712
	T5	0.67	0.820

**Table 2.** Reliability Test

Variable	Source of item	Numbers of item	Cronbach's Alpha
Job Satisfaction	Ayalew (2015); Ramadhani (2014)	6	0.932
Intrinsic Motivation	Dysvik & Kuvaas (2009)	6	0.952
Relationship with Colleagues	Hussain & Xian (2019)	6	0.944
Turnover Intention	Dysvik & Kuvaas (2009)	5	0.917
<b>Total</b>		<b>23</b>	<b>0.854</b>

### 3.5 Data Analysis

The researchers analyzed all data with a Statistical Package for Social Science (SPSS) analyzing personal information with descriptive statistics, frequency, mean, percentage and standard deviation. Enter Multiple Regression Analysis was implemented for inferential analysis.

The criteria were considered by using the formula calculating width of the data at each level =  $(1-5) / 0.8 = 5$ . Turnover intention rate is then divided into 5 levels:

- between 4.21 - 5.00: highest turnover intention
- between 3.41 - 4.20: high turnover intention
- between 2.61 - 3.40: medium turnover intention
- between 1.81 - 2.60: low turnover intention
- between 1.00 - 1.80: lowest turnover intention

## 4. Data Analysis Results

### 4.1 Descriptive Analysis

**Table 3.** General Information



General Information		Number (person)	Percentage (%)
<b>Gender</b>	Male	33	33
	Female	67	67
<b>Age</b>	under 20	34	34
	between 20 and 35	36	36
	between 36 and 45	18	18
	over 45	12	12
<b>Education</b>			
Bachelor's degree or below		26	26
Bachelor's degree		70	70
Master's degree or higher		4	4
<b>Status</b>			
Single		56	56
Married		38	38
Others		6	6
<b>Tenure</b>			
less than 1 year		36	36
Between 1 – 3 year		43	43
Between 3 – 5 year		15	15
more than 5 year		6	6

The results of the demographic analysis found that 1) most of the salespeople are female at 33%; 2) most of them are between 20 and 25 years old at 36%; 3) 70% of them hold a Bachelor's Degree; 4) more than half were single (at 56%), and 5) most has been employed for between 1 and 3 years (accounted for 43%).

## 4.2 Statistical Analysis (Pre-ODI)

**Table 4.** Mean and Standard Deviation of variables (before implementing ODIs)

		Mean	Standard Deviation	Interpre- tation
<b>Job Satisfaction</b>				
1	I have been paid properly for my work.	4.2900	.71485	Highest
2	I feel the opportunity and advancement in my work.	4.1900	.82505	High
3	My supervisor takes good care of all subordinates.	4.2900	.86801	Highest
4	I am satisfied with the work environment.	4.0100	.90448	High
5	I'm proud of the work I'm doing.	3.5400	.80929	High
6	Rather than salary, I am satisfied with other benefits.	3.8200	.88054	High
<b>Total</b>		<b>4.0233</b>	<b>.76395</b>	<b>High</b>
<b>Intrinsic Motivation</b>				

7	The work I am doing is interesting in itself.	4.0400	.77746	High
8	The work I am doing is exciting and challenging.	4.0700	.72829	High
9	The work and duties that I am doing give me peace of mind.	3.8600	.79162	High
10	My work is valuable.	3.9000	.73168	High
11	The work that I am doing positively motivated me.	4.1000	.79772	High
12	The work I am doing give me inspiration	4.0500	.78335	High
<b>Total</b>		<b>4.0033</b>	<b>.68329</b>	<b>High</b>
<b>Relationship with Colleagues</b>				
13	My team members and I work very well together.	4.4200	.71322	Highest
14	My colleagues are friendly to me.	4.5900	.58767	Highest
15	If I accomplish anything, I always get praise and compliments from my colleagues.	3.9200	.91762	High
16	If I accomplish anything, I always get praise and compliments from supervisors.	3.8600	.82902	High
17	Communication between colleagues is clear.	4.0500	.74366	High
18	The communication between my supervisor and me is clear.	4.2800	.68283	Highest
<b>Total</b>		<b>4.1867</b>	<b>.66129</b>	<b>High</b>
<b>Turnover Intention</b>				
19	There is a high probability that I will find a new job in next year.	1.8100	.69187	Low
20	I'm thinking	1.8600	.75237	Low

	of quitting my current job within 12 months from today.			
21	I tend to change jobs within these 3 years for sure	2.2600	.79924	Low
22	I'm always thinking about quitting job.	2.4600	.82168	Low
23	I don't see any opportunities for self-improvement in my work.	1.9500	.83333	Low
<b>Total</b>		<b>2.0680</b>	<b>.68768</b>	<b>Low</b>

Results from the analysis before receiving organizational development tools found that sales staff were having relationship amongst their colleagues (Mean = 4.19 and S.D. = 0.66), job satisfaction (Mean = 4.02 and S.D. = 0.76), and intrinsic motivation (Mean = 4.00 and S.D. = 0.68) at high levels respectively; while turnover intention rate (Mean = 2.07 and S.D. = 0.69) is low.

### 4.3 Inferential Statistical Analysis

**Table 5.** Multiple Linear Regression Analysis

Variable	P-Value (Sig.)	Standardized Coefficient Beta ( $\beta$ )
Job Satisfaction	.000*	-.122
Intrinsic Motivation	.004*	-.250
Relationship with Colleagues	.000*	-.731
R-Square		.896
Adjusted R-Square		.893
Dependent variable : Turnover Intention		

Table 5 showed that Job Satisfaction, Intrinsic Motivation, and Relationship with Colleagues have negative significant influence on Turnover Intention. When Job Satisfaction, Intrinsic Motivation, and Relationship with Colleagues increase by one unit, Turnover Intention significantly decreased by 12.2%, 25% and 73.1% respectively. In addition, 89.3% of the dependent variable can be explained by such independent variables.

### 4.4 Organizational Development Tools

The organization development interventions are designed based on the results of the preliminary data collection in proportion to the influence that affects the intention to leave. Therefore, the researchers included Neuro Linguistic Programming (NLP) into the 18-day training. The proportion was focused mostly on to improve relationship with colleagues, intrinsic motivation, and job

satisfaction respectively. Even though, the results were shown relatively high; the researchers wanted to increase all independent variables to the “maximum” level (highest). Thus, the interventions were designed to improve all independent variables.

### 4.5 Statistical Analysis (Comparison between Pre-ODI and Post-ODI)

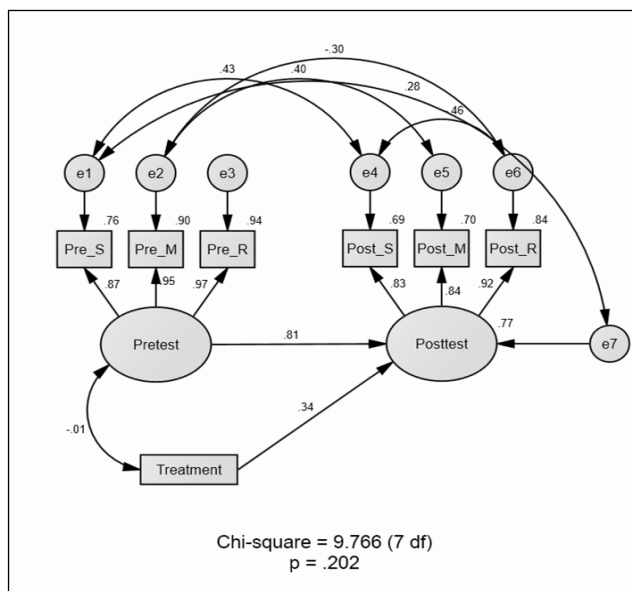
**Table 6.** Mean and Standard Deviation of variables (Pre-ODI vs. Post-ODI)

		Mean	
Job Satisfaction		Pre-ODI	Post-ODI
1	I have been paid properly for my work.	4.2900	4.4600
2	I feel the opportunity and advancement in my work.	4.1900	4.3700
3	My supervisor takes good care of all subordinates.	4.2900	4.4500
4	I am satisfied with the work environment.	4.0100	4.2700
5	I'm proud of the work I'm doing.	3.5400	3.7700
6	Rather than salary, I am satisfied with other benefits.	3.8200	4.1600
<b>Total</b>		<b>4.0233</b>	<b>4.2467</b>
Intrinsic Motivation		Pre-ODI	Post-ODI
7	The work I am doing is interesting in itself.	4.0400	4.2500
8	The work I am doing is exciting and challenging.	4.0700	4.3200
9	The work and duties that I am doing give me peace of mind.	3.8600	4.0500
10	My work is valuable.	3.9000	4.2000
11	The work that I am doing positively motivated me.	4.1000	4.2900
12	The work I am doing give me inspiration	4.0500	4.3000
<b>Total</b>		<b>4.0033</b>	<b>4.2350</b>
Relationship with Colleagues		Pre-ODI	Post-ODI
13	My team members and I work very well together.	4.4200	4.4900
14	My colleagues are friendly to me.	4.5900	4.7600
15	If I accomplish anything, I always get praise and compliments from my colleagues.	3.9200	4.1500
16	If I accomplish anything, I always get praise and compliments from supervisors.	3.8600	4.0500
17	Communication between colleagues is clear.	4.0500	4.2200
18	The communication between me and my supervisor is clear.	4.2800	4.2800
<b>Total</b>		<b>4.1867</b>	<b>4.3250</b>
Turnover Intention		Pre-ODI	Post-ODI
19	There is a high probability that I will find a new job in next year.	1.8100	1.5800
20	I'm thinking of quitting my current job within 12 months from today.	1.8600	1.7600
21	I tend to change jobs within these	2.2600	2.2500

	3 years for sure		
22	I'm always thinking about quitting job.	2.4600	2.2200
23	I don't see any opportunities for self-improvement in my work.	1.9500	1.9100
<b>Total</b>		<b>2.0680</b>	<b>1.9440</b>

Table 6 shows the results of the comparison between pre-ODI and post-ODI stages. After the 6-month period of interventions, the sales staff's satisfaction with the job increased to "highest" (Mean =4.25, S.D. =0.53), intrinsic motivation increased to "highest" (Mean =4.24, S.D. =0.50), and the relationship with colleagues was increased to "highest" (Mean =4.33, S.D. =0.55) as well, while the willingness to quit the job remained "low" with a lower mean at 1.94 and S.D. at 0.67. In addition, after ODI, the level of likelihood of employees to find a new job next year and quit within 12 months is reduced. As summarized by "There is a high probability that I will find a new job in next year" and "I'm thinking of quitting my current job within 12months from today" had the mean levels dropped down to "lowest".

#### 4.6 Structural Equation Modelling Analysis (SEM): Comparison between Pretest and Posttest



**Figure 2.** Structural Equation Model (Pretest-Posttest)

The Structural Equation Model compares the group receiving the treatment (ODIs) and with the group with no treatment on job satisfaction, intrinsic motivation, and relationships with colleagues. As shown in Figure 2, the model and the data are consistent because the model is not significant (p-value = 0.202). Therefore, it can be concluded

that the level of job satisfaction, intrinsic motivation, and relationships with colleagues before the treatment in conjunction with the treatment itself could explain the level of job satisfaction, intrinsic motivation and relationship with colleagues after the treatment at 77%. The level of job satisfaction, intrinsic motivation, and the relationship with colleagues before the treatment had a coefficient of 0.81 while the treatment has a coefficient of 0.34. This can be concluded that the treatment helps increase in job satisfaction, intrinsic motivation, and relationships with colleagues.

In addition, table 7 (Paired Samples T-Test) has shown that job satisfaction, intrinsic motivation, relationships with colleagues, and turnover intention had statistically significant difference between before and after the treatment at 0.05 significant level. After the treatment, job satisfaction, intrinsic motivation, and relationships with colleagues increased significantly while turnover intention had decreased accordingly.

**Table 7.** Paired Samples T-Test

		Paired Differences			
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference
Pair 1	SA – S	.22333	.37096	.03710	.29694 .14973
Pair 2	MA – M	.23167	.32644	.03264	.29644 .16689
Pair 3	RA – R	.13833	.22974	.02297	.18392 .09275
Pair 4	TA – T	-.12400	.43184	.04318	-.03831 -.20969

		t	df	Sig. (2-tailed)
Pair 1	SA – S	6.020	99	.000
Pair 2	MA – M	7.097	99	.000
Pair 3	RA – R	6.021	99	.000
Pair 4	TA – T	-2.871	99	.005

## 5. Conclusion

In conclusion, the researchers found that job satisfaction, intrinsic motivation, and relationships with colleagues had significant negative influence on turnover intention. Relationships with colleagues had the highest influence followed by intrinsic motivation and job satisfaction respectively. Then, OD interventions were designed based on the weight of influence. The researchers applied Neuro-Linguistic Programming (NLP) to all interventions. The whole ODI process took about 6 months.

After all interventions, the results showed that job satisfaction, intrinsic motivation, and relationships with colleagues had improved accordingly; and as a consequence, turnover intention had decreased to "low" level with the lower mean scores.



## 6. Discussion and Recommendation

The results from this research supported many previous researches and academic articles on all variables discussed earlier. And all hypotheses were supported. In addition, the researchers also proved that all NLP-designed interventions can improved all factors (job satisfaction, intrinsic motivation, and relationships with colleagues) and be able to consequently decrease the turnover intention of employees in this organization. The organization with similar characteristics or situations can apply some techniques from this research and implement to their organization in either ways.

Suggestions for further researches, additional variables can be studied or added to determine the influence on turnover intention. This could help improve the remaining numbers of employees, which could save both costs and times for any organizations.

## References

- Abdulla, J., Djebarni, R., & Mellahi, K. (2011). Determinants of Job Satisfaction in the UAE: A Case Study of the Dubai Police. *Personnel Review*, 40(1), 126-146.
- Adams, J. S. (1965). Inequality in Social Exchange. *Advanced Experimental Psychology*, 62, 335-343.
- Asegid, A., Belachew, T., & Yimam, E. (2014). Factors Influencing Job Satisfaction and Anticipated Turnover among Nurses in Sidama Zone Public Health Facilities, South Ethiopia. *Nursing Research and Practice*, 1-26.
- Bateman, G. (2009). Employee Perceptions of Co-worker Support and Its Effect on Job Satisfaction, Work Stress and Intention to Quit. *Masters of Science in Applied Psychology*, 1-52.
- Beadles, N. A., Lowery, M., Petty, M., & Ezell, H. (2000). An Examination of the Relationships between Turnover Functionality, Turnover Frequency, and Organizational Performance. *Journal of Business and Psychology*, 15, 387-331.
- Buljubasic, E. (2008). Relationship with Co-workers and Job Satisfaction.
- Calisir, F., Gumussoy, C., & Iskin, I. (2011). Factors Affecting Intention to Quit among IT Professionals in Turkey. *Personnel reviews*, 40 (4), 514-533.
- Cho, S., Johanson, M., & Guchait, P. (2009). Employees Intent to Leave: A Comparison of Determinants of Intent to Leave Versus Intent to Stay. *International Journal of Hospitality Management*, 28, 381-374.
- Cho, Y., & Lewis, G. (2012). Turnover Intention and Turnover Behavior: Implication for Retaining Federal Employees. *Review of public personnel administration*, 32(1), 4-23.
- Cronk, T. (1994) Human Resource Management. South Melbourne: Thomas Nelson.
- Deci, E. L., Connell, J. P., & Ryan, M. (1989). Self-determination in a Work Organization. *Journal of Applied Psychology*, 74(4), 580-590.
- Deci, E. L., & Ryan, M. (2000). The 'What' and 'Why' of Goal Pursuits: Human Needs and the Self-determination of Behavior. *Psychological Inquiry*, 11(4), 227-268.
- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A Meta-analysis of Antecedents and Correlates of Employee Turnover: Update, Moderator Tests, and Research Implications for the Next Millennium. *Journal of Management*, 26(3), 463-488.
- Herzberg, G. (1950). Molecular Spectra and Molecular Structure. *Spectra of Diatomic Molecules*, 194-204.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*, 30(3), 607-610.
- Maslow, A. H. (1943). A Theory of Human Motivation. *Psychological Review*, 50, 370-396.
- McClelland, D. C. (1985). *Human Motivation*. NY: Cambridge University Press.
- Mobley, W. H. (1977). Intermediate Linkages in the Relationships between Job Satisfaction and Employee Turnover. *Journal of Applied Psychology*, 63, 237-240.
- Mosadeghrad, A., Ferlie, E., & Rosenberg, D. (2008). A Study of the Relationship between Job Satisfaction, Organizational Commitment and Turnover Intention among Hospital Employees. *Health Services Management Research*, 21, 227-211.
- Mowday, R. T., Porter, L. W., & Steer, R. M. (1982). *Employee Organization Linkage: The Psychology of Commitment, Absenteeism and Turnover*. New York: Academic Press.
- Mueller, C. W., & Price, J. L. (1990). Economic, Psychological and Sociological Determinants of Voluntary Turnover. *The Journal of Behavioral Economics*, (3) 19, 335-321.
- Noe, R., Hollenbeck, R., Gerhart, B., & Wright, P. M. (2003). *Human Resources Management: Gaining a Competitive Advantage*. 4th ed. New York: McGraw-Hill/Irwin.
- Pigors, P., & Meyers, C. (1973) *Personnel Administration: A Point of View and Method*. New York: McGraw-Hill.
- Prasertsri, R. (2005). *Organizational Behavior*. Bangkok: Thammasarn Company.
- Raddaha, A., Alasad, J., & Albikawi, Z. (2012). Jordanian Nurses' Job Satisfaction and Intention to Quit. *Leadership in Health Services*, 25(3), 213-231.
- Ramadhani, S. (2014). Factors Influencing Job Satisfaction and Turnover Intentions in Commercial Banks.
- Rizwan, M., Arshad, M. Q., Munir, H. M. A., Iqbal, M. F., & Hussain, M. A. (2014). Determinants of Employees Intention to Leave: A Study from Pakistan. *International Journal of Human Resource Studies*, 4(3), pp. 1-18.

- Sattar, S., & Ahmed, S., (2014). Factors Effecting Employee Turnover in Banking Sector: Empirical Evidence. *Developing country studies*, 4(3), 110-115.
- Sawangarom, A.) 2006) *Personal Factors, Working Environment and Job Satisfaction towards Turnover Intention: A Case Study of Manufacturing Employees of a Bread Factory*, MA Thesis King Mongkut's Institute of Technology North Bangkok
- Sayles, L. R., & Strauss, G. (1977). *Managing Human Resources*, Prentice-Hall Inc., Englewood Cliffs, NJ
- Schmee, J., & Oppenlander, J. E. (2010) *JMP Means Business: Statistical Models for Management*. Cary, NC: SAS.
- Slattery, J. P. (2005) Antecedents to Temporary Employee's Turnover Intentions. *Annual Meeting in Midwest Academy of Management*. Northeastern State University.
- Vidal, E. S., Valle, R. S., & Aragon, I. B. (2007). Antecedents of Repatriates' Job Satisfaction and Its Influence on Turnover Intentions: Evidence from Spanish Repatriated Managers. *Journal of Business Research*, 60, 1272-1281.