

A STUDY OF THE INFLUENCES OF MOTIVATION ON EMPLOYEES' TURNOVER RATE:

A CASE STUDY OF BOOK CORNER CO., LTD.

A MASTER'S PROJECT

BY

PARINDA TANTISEWEE

Presented in Partial Fulfillment of the Requirements for the
Master of Arts Degree in Business English for International Communication

at Srinakharinwirot University

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AN ABSTRACT

OF

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The objectives of this study were to survey the influences of motivation on employees' turnover rate and employees' attitudes toward the company. Data in the research were derived from questionnaire sessions with 28 respondents who were Book Corner employees of all branches in Thailand. The analysis of the data was presented in percentage and with analytical descriptions. The findings revealed that the significant factors motivated staff to work and affected employees' turnover rate were co-worker, job function, salary, supervisor, bonus, status and esteem. Moreover, the results indicated that employees' attitudes influenced the turnover rate as the employees had negative attitudes on salary and bonus which they considered these factors as the best motivations. Therefore to stop employees' turnover rate and motivate them to work effectively, the company should improve such motivations to satisfy employees' needs. Employees were the most valued resources in organization as they were the ones who operate all processes. They were the engines to push the company forward and reach the goal. Therefore employees expected to be returned with satisfied results. The researcher believed that all were pleased to perform their best for the company. Nobody wanted to

look for a new job. Therefore motivation was one of the influential factors which not only inspire employees to work effectively, but it also retained these valued resources to devote themselves to work for the organization with satisfaction.

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บทคัดย่อ

ของ

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เสนอต่อบัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ เพื่อเป็นส่วนหนึ่งของการศึกษา

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สารนิพนธ์ฉบับนี้ มีจุดประสงค์ในการศึกษาอิทธิพลของแรงจูงใจต่ออัตราการเข้าออกของพนักงาน รวมทั้งทัศนคติของพนักงานที่มีต่อองค์กร ข้อมูลจากงานวิจัยนี้ได้มาจากการสรุปผลจากแบบสอบถาม ของพนักงาน บริษัท บุ๊คคอร์นเนอร์ จำกัด 28 คน จากสาขาทั้งหมดในประเทศไทย 11 สาขา ทั้งนี้ผู้วิจัยได้นำเสนอผลวิเคราะห์ข้อมูลในรูปแบบเปอร์เซ็นต์พร้อมทั้งบทวิเคราะห์ประกอบ โดยข้อสรุปที่ได้นั้นชี้ให้เห็นว่าปัจจัยที่พนักงานพึงพอใจมากที่สุดและมีผลกระทบต่ออัตราการเข้าออกของพนักงาน ได้แก่ เพื่อนร่วมงาน ลักษณะงาน เงินเดือน ผู้บังคับบัญชา โบนัส และ สถานะภาพการยอมรับ ทั้งนี้ทัศนคติของพนักงานต่อองค์กรก็มีผลกระทบต่ออัตราการเข้าออกเช่นเดียวกัน เพราะพนักงานมีทัศนคติในเชิงลบต่อ เงินเดือน และ โบนัส ซึ่งเป็นส่วนหนึ่งของแรงจูงใจในการทำงาน ดังนั้นเพื่อลดอัตราการเข้าออกของพนักงาน และสร้างแรงจูงใจให้แก่พนักงานได้ทำงานอย่างมีประสิทธิภาพ บริษัทจึงควรปรับปรุงแรงจูงใจดังกล่าวเพื่อสร้างความพึงพอใจให้แก่พนักงาน พนักงานนั้นถือเป็นทรัพยากรบุคคลอันทรงคุณค่าขององค์กรเพราะเป็นผู้สร้างงานในทุกกระบวนการ เป็นผู้ขับเคลื่อนให้บริษัทก้าวไปข้างหน้าเพื่อลุล่วงตามเป้าหมายที่วางไว้ ดังนั้นพนักงานจึงย่อมคาดหวังที่จะได้รับผลตอบแทนที่ดีจากบริษัท นอกจากนี้ผู้วิจัยมีความเชื่อว่าพนักงานทุกคนนั้นมีความจริงใจที่จะทำหน้าที่ของตนให้ดีที่สุดเพื่อองค์กร ไม่มีใครต้องการเปลี่ยนงาน ดังนั้นแรงจูงใจจึงเป็นปัจจัยสำคัญยิ่งยวดที่ไม่เพียงแต่จะเป็นแรงขับเคลื่อนให้พนักงานได้

ทำงานอย่างมีประสิทธิภาพเท่านั้น หากแต่ยังส่งผลให้พนักงานผู้เป็นทรัพยากรบุคคลอันทรงคุณค่า
นี้รักองค์กร อุทิศตนเพื่อองค์กรอย่างมีความสุขตลอดไป

The Master's Project Advisor, Chair of Business English for International Communication Program and Oral Defense Committee has approved this Master's project as partial fulfillments of the requirements of the Master of Arts Degree in Business English for International Communication of Srinakharinwirot University.

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Parinda Tantisewee

TABLE OF CONTENTS

Chapter	Page
1. INTRODUCTION	
Background.....	1
Statement of Problems.....	3
Objectives.....	4
Research Questions.....	4
Significance of the Study.....	4
Scope of the Study.....	5
Definition of Terms.....	5
2. REVIEW OF THE LITERATURE.....	7
Work Motivation.....	7
Employee Turnover.....	21
3. METHODOLOGY.....	33
Populations.....	33
Instruments.....	33
Data Collections.....	34

TABLE OF CONTENTS (Continue)

Chapter	Page
4. FINDINGS.....	35
5. CONCLUSION.....	52
Conclusion.....	52
Discussion.....	55
Limitation.....	63
Recommendation.....	63
6. BIBLIOGRAPHY.....	66
7. APPENDIX A.....	71
8. APPENDIX B.....	76

LIST OF TABLES

Table	Page
1 General Information classified by gender.....	35
2 General Information classified by age.....	36
3 General Information classified by education.....	37
4 General Information classified by work experience.....	37
5 General Information classified by job function.....	38
6 General Information classified by salary.....	39
7 Best Motivation in Book Corner Co., Ltd.....	40
8 Measurement of staff's attitudes toward the company classified by physiological need.....	41
9 Measurement of staff's attitudes toward the company classified by secure need.....	42
10 Measurement of staff's attitudes toward the company classified by social need.....	43
11 Measurement of staff's attitudes toward the company classified by self-actualization need.....	44
12 Best Motivation in Book Corner Co., Ltd. Classified by sex.....	45
13 Best Motivation in Book Corner Co., Ltd. Classified by age.....	47

LIST OF TABLES (Continue)

Table	Page
14 Best Motivation in Book Corner Co., Ltd. Classified by Work experience.....	48
15 Best Motivation in Book Corner Co., Ltd. Classified by Job function.....	49
16 Best Motivation in Book Corner Co., Ltd. classified by salary.....	50

LIST OF FIGURES

Figures	Page
1 Maslow's Need Hierachy Related to the Job.....	12
2 A Graphic Comparison of Four Content Approaches to Motivation.	17
3 Herberg's two-factor theory	19
4 The Relationship Between Alderfer's ERG Needs, Maslow's Five-Level Hierarchy, and Herzberg's Two-Factor Theory...	20

CHAPTER 1

INTRODUCTION

Background

The main challenge faced by companies and organizations in today's business world is how to motivate and retain highly competent employees to achieve the companies' goal. It is obvious that all organizational processes, such as sales, production, procurement, and accountancy are handled by the employees. Thus, employees are powerful engines to push the business forward. Therefore, human resource management plays an important role to make them work efficiently. Besides, there are many methods to inspire employees, such as financial security, pleasant environment and career progress. Motivation is what prompts people to act, and influences their choices of action.

Many leading companies and organizations make use of the method to motivate employees to work. Thompson and Strickland (2003) indicated that companies like General Electric, Procter & Gamble, PepsiCo, Hewlett Packard, Nike, Electronic Data Systems (EDS), Cisco, Microsoft and McKinsey & Company (one of the world's premier management consulting companies) motivated their employees with excellent compensation packages, opportunities for rapid advancement and professional growth, and challenging and interesting assignments. Having a cadre of people with strong skill sets and budding management potential was essential for their business.

However, many organizations still focus on productivities instead of employees. Most managers work with their subordinates on business level as opposed to human level.

There is no motivation for employees to work. Harris (1996) commented that organizations without good motivation could turn to failure. Spitzer (1995) indicated that “lack of employee’s motivation” was the most annoying problem in organizations. Therefore, it was important for organizations to recognize the nature of employee needs and work towards the fulfillment of these needs.

Retaining valued employees had become a challenging task for human resource management in this competitive modern era. Bouchner (2006) indicated that the majority of employees were either actively or passively looking for a new job. One of the reasons for this was that they lack motivation. Goolsby (2006) indicated that employee turnover was an enormous problem for any company, as it created negative bottom-line impacts. The costs associated with employee turnover show up in such areas as advertising for new employees, and the time and money necessary to screen the applicants, training new employees, lost productivity, decreased accuracy and quality of work among the employees left behind who were upset about their colleague’s departure, using expensive contract and temporary employees to do the work until a permanent employee was hired, and the expenses associated with replacing lost business. Therefore, learning how to motivate employees had become an essential skill for managers to stop the bleeding of employees’ turnover.

The case study of this research is Book Corner Co., Ltd. that is a company conducting the business of English travel retail-shops whose target are foreign customers. With the boom of tourism in Thailand, the company has the potential to expand eleven branches in four years. Furthermore, the company has a good growth rate and plans to be

a leader of English travel retail-bookstores in the world market. Moreover, book business reflects the development of a country. In developed countries, such as the UK or the United States, bookshops are of very high standard. Book Corner is one of the most well-known bookstores among foreign tourists in Thailand. I would like to conduct this research for this company because it is important from the business perspective.

Statement of Problems

From observation, employees' turnover rate of Book Corner Co., Ltd was rather high. Prakhai Panthaphalangkoon (2005) indicated that motivation has a great impact on employees' turnover rates the most in organizations. Many companies misunderstood that money was the major motivating factor. Therefore, such organizations offered high salaries to attract candidates. However, in such organizations, employees worked only for a while and then they resigned. According to Kovach (1995), job satisfaction, supervisors, a sense of belonging for work, security and salary were what motivate employees. This research also showed that the motivation of employees was totally different from that of the employers. The first motivation for employees was job satisfaction, followed by supervisors. Salary was the last factor that motivated them, while employers saw it as the first motivating factor for employees. If all employers thought this way, they would not be able to motivate their employees at all. Neither would the companies was able to achieve their goal.

Objectives of the Study

This research aimed at studying employees' turnover rate of Book Corner Co., Ltd. as mentioned before, the employees' turnover rate was rather high here; this might be the result of a case similar to the one mentioned in the above problem statement. The objectives of this research were as follows:-

1. To find out which factors affect the turnover rate of employees
2. To study variation of motivation on employees' turnover rate of Book Corner Co., Ltd.
3. To understand employees' need and expectation from the company.

Research Questions

The study examined the following research questions:

1. What factors affect the turnover rate of employees?
2. Do employees' attitudes influence the turnover rate?

Significance of the Study

This project aimed to develop motivation of a company, made better understanding between employees and managers, better living for employees, best job performances of Book Corner staff for a company growth. Employees at all levels of a company could release the ideas, energies and enthusiasms to liberate their inherent motivation to do a good job and to register achievement (Colin Pitts, 1995). Feedbacks from interview of Book Corner staff would indicate their attitudes toward workplace. What motivated them to work?

Management could improve and provided motivation to satisfy staff. Results of this study were motivation at work as employees expected. Then Book Corner staffs would work with happiness and have inspiration to work and could enrich productivity of the company for business growth.

Scope of the Study

This research explored the Influences of Motivation on employees' turnover rate at Book Corner Co., Ltd. The researcher studied what motivated employees to work and how motivation affected their turnover rate. The main concerns were work motivation and employees' turnover. The respondents were employees both male and female of sales section with ages from 24 – 35 due to the higher degree of turnover rate than others. Twenty eight from sixty five of the total employees participated in the survey that is a participation rate of 43.07%.

Definition of Terms

Employees	Twenty eight employees at Book Corner Co., Ltd. working only at sales section
Age	Age of registered employees ranged from 24 – 35 years old.
Work Experience	Experience of registered employees ranged from probation – 4 years.
Job Function	Job function classified employees as supervisor and staff

Coworkers	The degree to which fellow employees at Book Corner Co., Ltd. were technically proficient and socially supportive.
Supervisors	Persons at Book Corner Co., Ltd. who had abilities to provide technical assistance and behavioral support.
Motivation	For this study, motivation was work motivation that was a process to energize employee to the work goal through a specific path.
Turnover	the ratio of the number of employees that had to be replaced in a given time period to the average number of employees

CHAPTER 2

REVIEW OF THE LITERATURE

The researcher had reviewed related literature providing concepts and theories as guidelines for the study as follows:

1. Work Motivation
2. Turn Over

Theories of Work Motivation

1. Work Motivation

What is motivation ? - a definition

Robbins (1998) defined motivation as the willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need.

Smith (1994) described motivation as a process or a set of forces that causes a person to behave in a certain manner.

Greenberg (1996) defined motivation as the process of arousing, directing, and maintaining behavior toward a goal.

Kreitner and Kinicki (2001) mentioned that the term motivation is derived from the Latin word "*movere*" meaning "to move." In the present context, motivation represents

“those psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal directed.”

Hellriegel, Slocum, and Woodman (2001) mentioned that motivation represents the forces acting on or within a person that cause the person to behave in a specific, goal-directed manner.

Batheman (2002) indicated that motivation is forces that energize, direct, and sustain a person's efforts.

Hellriegel, Slocum, and Woodman (2001) mentioned that motivation represents the forces acting on or within a person that cause the person to behave in a specific, goal-directed manner.

Johns (1996) defined motivation as the extent to which persistent effort is directed toward a goal.

According to the above concepts and ideas, it can be said that motivation is factors or forces acting on employees that initiate and direct behavior.

The Role and The Significance of Motivation

Potter (1987) presented that just as the body needs vitamins and proteins, certain “nutrients” are also essential to sustain high motivation. These include getting “wins” for good work and having feelings of control. Lack of motivation brings in “Job Burnout”.

Potter indicated that job burnout is an impairment of motivation to work, is increasingly common in today's complex world. It begins with small warning signals: feelings of frustration, emotional outbursts, withdrawal, and health problems. If unheeded, these

symptoms can progress until a person dreads going to work. Even worse, burnout tends to spread to all aspects of a person's life. Rarely is a person burned out at work, yet energized and enthusiastic at home. To prevent job burnout, it needs to maintain motivation.

Smith (1994) indicated that motivated employees are required to survival. Motivated employees ensure that the organization will survive and be productive. The most successful businesses are those that provide motivating environments. The most productive workplaces have employees who are motivated. The motivated employee is more committed to the job. Seeking ways to motivate and build worker morale plays dividends to any business or organization. In a demotivating environment, employees vote with their feet. They can slow down progress and stagnate, or individual employees can find more desirable employment elsewhere.

Kanungo, and Mendonca (1994) explained that employees perform or behave in the workplace has a significant influence on productivity. Employee behavior such as absenteeism, tardiness, sloppy work habits, social loafing, apathy, slowness at work, committing errors in assembling materials, filing and reporting affect both the quality and quantity of work output and should be the concern of every manager. Managers must understand why employees behave in these ways and must influence and change dysfunctional employee behavior. Whenever employees exhibit high performance, managers must create conditions to sustain such behavior. Changing poor performance and sustaining high performance would require a clear understanding of the nature of work motivation. Without an understanding of work motivation, managers will not be able to

develop appropriate motivational techniques to combat low productivity and maintain high performance among organizational members.

Miskells (1994) found out that the main challenge for business organizations is keeping employees highly motivated and tuned into the company's goals. When managers try to impose formal or almost military standards on their workers in order to maintain productivity, they may end up provoking rebellious or hostile reactions. The harder the managers push, the less gets done. And even hardworking staff members can fall into slumps that affect the productivity of an entire department.

The researcher, Lindner (1998) indicated that motivated employees help organizations survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform.

Need Theories of Work Motivation

Ivancevich (1999) indicated that the content theories of motivation focus on the factors within the person that energize, direct, sustain, and stop behavior. They attempt to determine the specific needs that motivate people. Three important content approaches to motivation are: (1) Maslow's need hierarchy, (2) Alderfer's ERG theory, and (3) McClelland's learned needs theory.

Maslow's Need Hierachy

The crux of Maslow's theory is that needs are arranged in hierarchy. (Ivancevich and Matteson : 1999) The lowest level needs are the physiological needs, and the highest-

level needs are the self-actualization needs. These needs are defined to mean the following:

1. Physiological:

The need for food, drink, shelter, and relief from pain.

2. Safety and security:

The need for freedom from threat, that is, the security from threatening events or surroundings.

3. Belongingness, social, and love:

The need for friendship, affiliation, interaction, and love

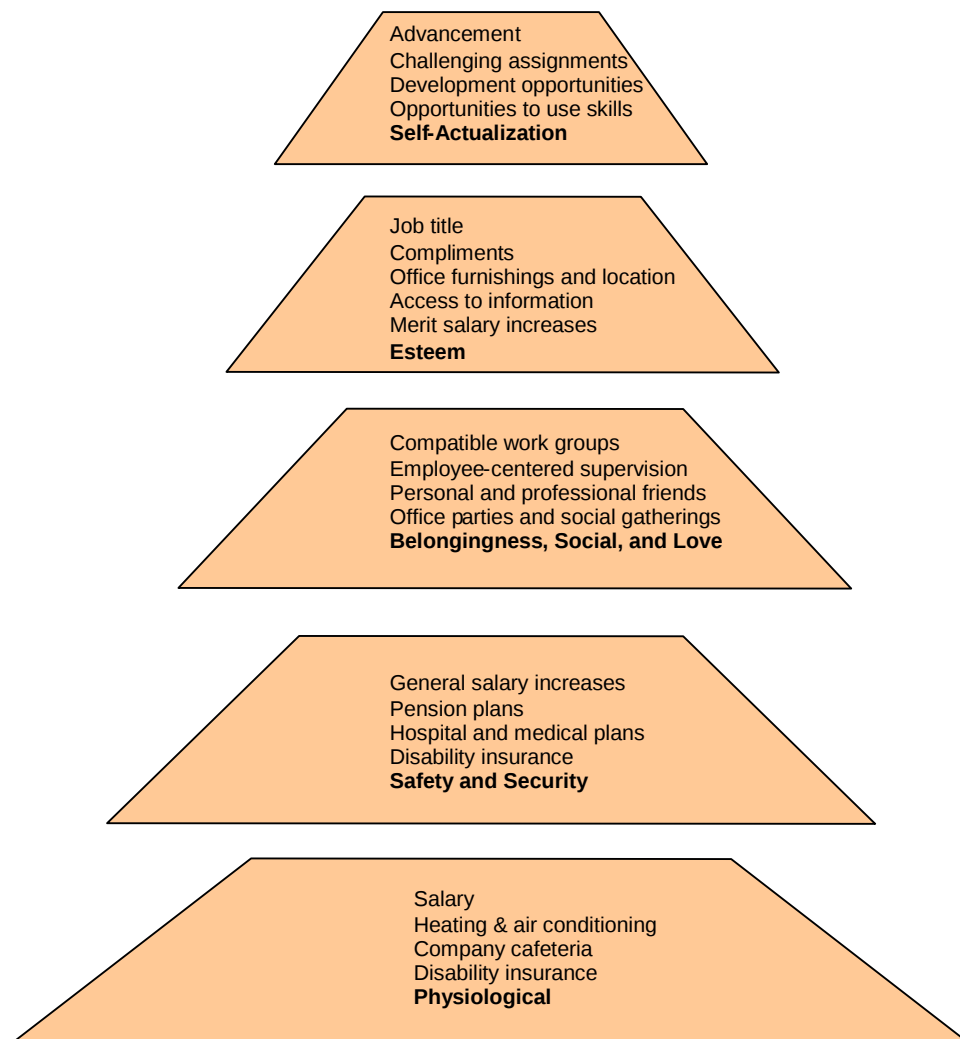
4. Esteem:

The need for self-esteem and for esteem from others.

5. Self-actualization:

The need to fulfill oneself by making maximum use of abilities, skills, and potential.

Figure 1 Maslow's Need Hierachy Related to the Job



Source: **Ivancevich and Matteson. (1999).** *Organizational Behavior and Management*

Figure1 shows the hierarchical nature of Maslow's theory. For each of the five need levels, Figure 1 provides examples of work-related factors that might be associated with need satisfaction. Maslow's theory assumes that a person attempts to satisfy the more basic needs (physiological) before directing behavior toward satisfying upper-level needs. Several other crucial points in Maslow's thinking are important to understanding the need-hierarchy approach.

1. A satisfied need ceases to motivate. For example, when a person decides that he or she is earning enough pay for contributing to the organization, money loses its power to motivate.
2. Unsatisfied needs can cause frustration, conflict, and stress. From a managerial perspective, unsatisfied needs are dangerous because they may lead to undesirable performance outcomes.
3. Maslow assumes that people have a need to grow and develop and, consequently, will strive constantly to move up the hierarchy in terms of need satisfaction. This assumption may be true for employees but not others.

Alderfer's ERG Theory

Johns (1996) mentioned that Clayton Alderfer developed another need-based theory, called ERG theory. It streamlines Maslow's need classifications and makes some different assumptions about the relationship between needs and motivation. The name ERG stems from Alderfer's compression of Maslow's five-category need system into three categories---existence, relatedness, and growth needs:

1. Existence needs. These are needs that are satisfied by some material substance or condition. As such, they correspond closely to Maslow's physiological needs and to those safety needs that are satisfied by material conditions rather than interpersonal relations. These include the need for food, shelter, pay and safe working conditions.

2. **Relatedness needs.** These are needs that are satisfied by open communication and the exchange of thoughts and feelings with other organizational members. They correspond fairly closely to Maslow's belongingness needs and to those esteem needs that involve feedback from others. However, Alderfer stresses that relatedness needs are satisfied by open, accurate, honest interacting rather than by uncritical pleasantness.
3. **Growth needs.** These are needs that are fulfilled by strong personal involvement in the work setting. They involve the full utilization of one's skills and abilities and the creative development of new skills and abilities. Growth needs correspond to Maslow's need for self-actualization and the aspects of his esteem needs that concern achievement and responsibility.

McClelland's Theory of Needs

Psychologist David McClelland has spent several decades studying the human need structure and its implications for motivation. (Johns : 1996) According to McClelland's theory of needs, needs reflect relatively stable personality characteristics that one acquires through early life experiences and exposure to selected aspects of one's society. Unlike Maslow and Alderfer, McClelland has not been interested in specifying a hierarchical relationship among needs. Rather, he has been more concerned with the specific behavioral consequences of needs. In other words, under what conditions are certain needs likely to result in particular patterns of motivation? The three needs, that McClelland

studied most have special relevance for organizational behavior---needs for achievement, affiliation, and power.

Achievement (n Ach) motivated people to have a strong desire to perform challenging tasks well. More specifically, they exhibit the following characteristics:

- A preference for situations in which personal responsibility can be taken for outcomes. Those high in n Ach do not prefer situations in which outcomes are determined by chance, because success in such situations does not provide an experience of achievement.
- A tendency to set moderately difficult goals that provide for calculated risks. Success with easy goals will provide little sense of achievement, while extremely difficult goals might never be reached. The calculation of successful risks is stimulating to the high n Ach person.
- A desire for performance feedback. Such feedback permits individuals with high n Ach to modify their goal attainment strategies to ensure success and signals them when success has been reached.

People who are high in n Ach are concerned with bettering their own performance or that of others. They are often concerned with innovation and long-term goal involvement.

However, these things are not done to please others or to damage the interests of others.

Rather, they are done because they are intrinsically satisfying. Thus, n Ach would appear to be an example of a growth or self-actualization need.

Power (n Pow) motivated individuals strongly desire to have influence over others. In other

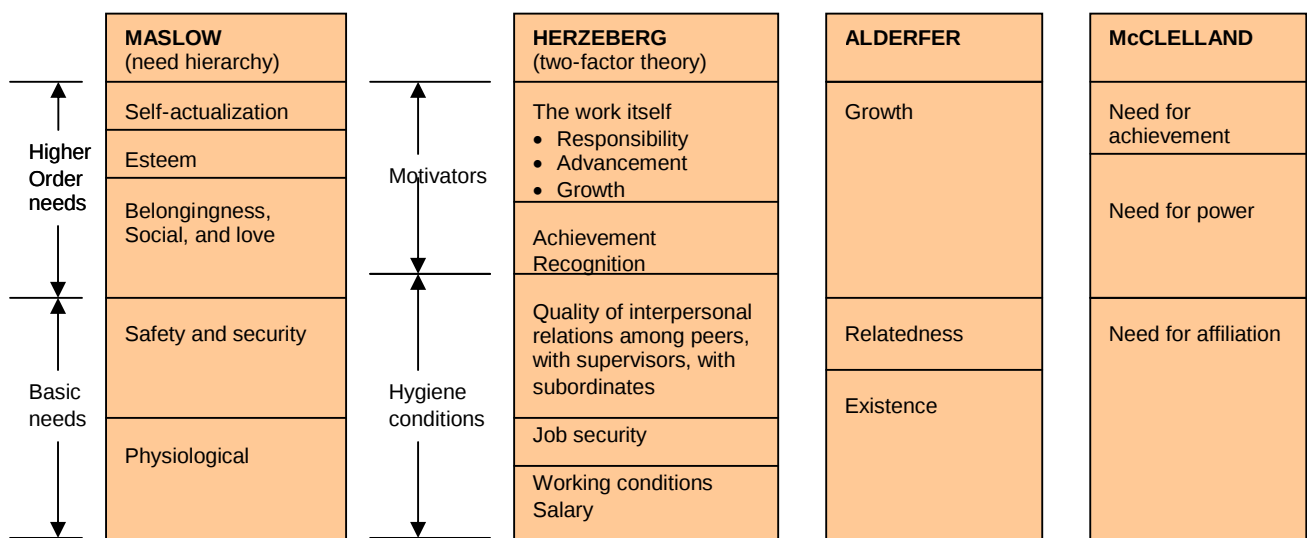
words, they wish to make a significant impact or impression on them. People who are high in *n* Pow seek out social setting in which they can be influential. When in small groups, they act in a “high-profile,” attention-getting manner. There is some tendency for those who are high in *n* Pow to advocate risky positions. Also, some people who are high in *n* Pow show a strong concern for personal prestige. The need for power is a complex need because power can be used in a variety of ways, some of which serve the power seeker and some of which serve other people or the organizations. However, *n* Pow seems to correspond most closely to Maslow’s self-esteem need.

Affiliation (*n* Aff) motivated people to have a strong desire to establish and maintain friendly, compatible interpersonal relationships. In other words, they like to like others, and they want others to like them! More specifically, they have an ability to learn social networks quickly and a tendency to communicate frequently with others, either face-to-face, by telephone, or by letter. Also, they prefer to avoid conflict and competition with others, and they sometimes exhibit strong conformity to the wishes of their friends. The *n* Aff motive is obviously an example of a belongingness or relatedness need.

McClelland predicts that people will be motivated to seek out and perform well in jobs that match their needs. Thus, people with high *n* Ach should be strongly motivated by sales jobs or entrepreneurial positions, such as running a small business. Such jobs offer the feedback, personal responsibility, and opportunity to set goals noted above. People who are high in *n* Aff will be motivated by jobs such as social work or customer relations because these jobs have as a primary task establishing good relations with others. Finally, high *n* Pow will result in high motivation on jobs that enable one to have a strong impact on

others, jobs such as journalism and management. In fact, McClelland has found that the most effective managers have a low need for affiliation, a high need for power, and the ability to direct power toward organizational goals.

Figure 2 A Graphic Comparison of Four Content Approaches to Motivation



Source: Ivancevich, John. & Matteson, Michael T. (1999). *Organizational Behavior and Management*

Herzberg's Two-Factor Theory

Luthans (1998) mentioned that Herzberg extended the work of Maslow and developed a specific content theory of work motivation. He conducted a widely reported motivational study on about 200 accountants and engineers employed by firms in and around Pittsburgh, Pennsylvania. He used the critical incident method of obtaining data for analysis. The professional subjects in the study were essentially asked two questions: (1)

When did you feel particularly good about your job---what turned you on; and (2) when did you feel exceptionally bad about your job---what turned you off?

Responses obtained from this critical incident method were interesting and fairly consistent. Reported good feelings were generally associated with job experiences and job content. An example was the accounting supervisor who felt good about being given the job of installing new computer equipment. He took pride in his work and was gratified to know that the new equipment made a big difference in the overall functioning of his department. Reported bad feelings, on the other hand, were generally associated with the surrounding or peripheral aspects of the job---the job context. An example of these feelings was related by an engineer whose first job was to keep tabulation sheets and manage the office when the boss was gone. It turned out that his boss was always too busy to train him and became annoyed when he tried to ask questions. The engineer said that he was frustrated in this job context and that he felt like a flunky in a dead-end job.

Tabulating these reported good and bad feelings, Herzberg concluded that job satisfiers are related to job content and that job dissatisfiers are allied to job context. Herzberg labeled the satisfiers *motivators*, and he called the dissatisfiers *hygiene factors*. The term “hygiene” refers (as it does in the health field) to factors that are preventive; in Herzberg’s theory the hygiene factors are those that prevent dissatisfaction. Taken together, the motivators and the hygiene factors have become known as Herzberg’s *two-factor theory of motivation*.

Relation to Maslow's Need Hierachy. Herzberg's theory is closely related to Maslow's need hierarchy. The hygiene factors are preventive and environmental in nature (see Figure 3) and they are roughly equivalent to Maslow's lower-level needs (see Figure 4)

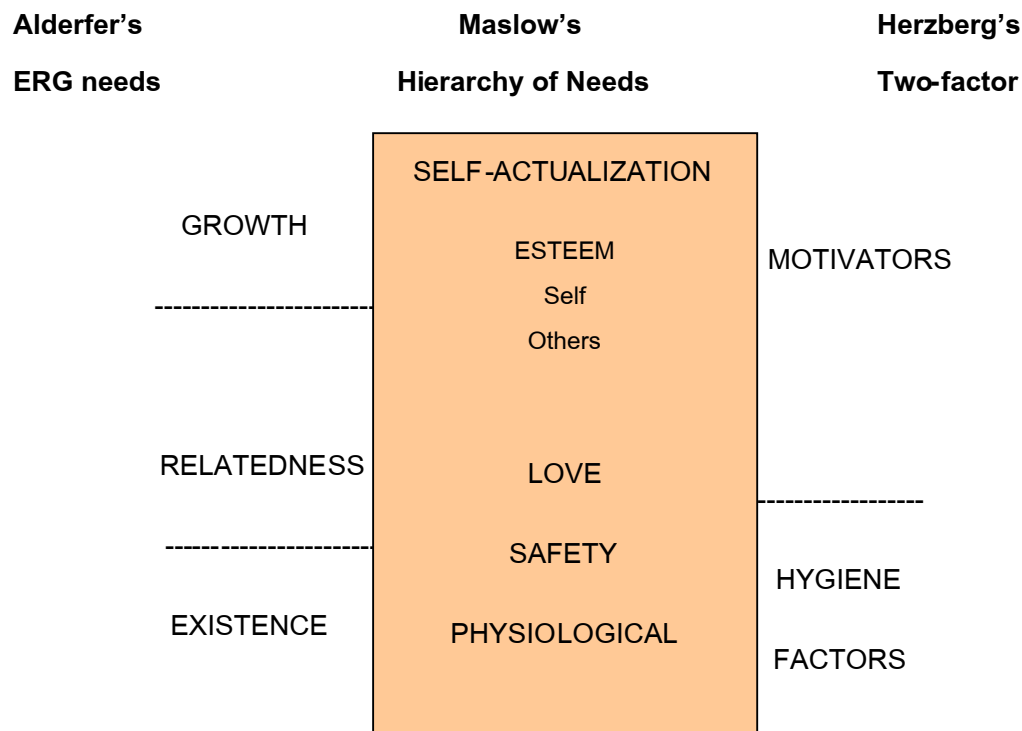
Figure 3 Herzberg's Two-Factor Theory

Hygiene Factors	Motivators
Company policy and administration	Achievement
Supervision, technical	Recognition
Salary	Work itself
Interpersonal relations, supervisor	Responsibility
Working conditions	
Advancement	

Source: **Luthan, Fred. (1998).** *Organizational Behavior*

These hygiene factors prevent dissatisfaction, but they do not lead to satisfaction. In effect, they bring motivation up to a theoretical zero level and are a necessary "floor" to prevent dissatisfaction, and they serve as a takeoff point for motivation. By themselves, the hygiene factors do not motivate. Only the motivators motivate employees on the job. They are roughly equivalent to Maslow's higher-level needs. According to Herzberg's theory, an individual must has a job with a challenging content in order to be truly motivated.

Figure 4 The relationship between Alderfer's ERG needs, Maslow's five-level hierarchy, and Herzberg's two-factor theory.



Source: Luthan, Fred. (1998). *Organizational Behavior*

Contribution to Work Motivation. Herzberg's two-factor theory casts a new light on the content of work motivation. Up to this point, management had generally concentrated on the hygiene factors. When faced with a morale problem, the typical solution was higher pay, more fringe benefits, and better working conditions. However, as has been pointed out, this simplistic solution did not really work. Management are often perplexed because they are paying high wages and salaries, have an excellent fringe benefit package, and provide great working conditions but their employees are still not motivated. Herzberg's

theory offers an explanation for this problem. By concentrating only on the hygiene factors, management are not motivating their personnel.

There are probably very few workers or managers who do not feel that they deserved the raise they received. On the other hand, there are many dissatisfied worker and managers who feel they did not get a large enough raise. This simple observation points out that the hygiene factors seem to be important in preventing dissatisfaction but do not lead to satisfaction. Herzberg would be the first to say that the hygiene factors are absolutely necessary to maintain the human resources of an organization. Churairat Suwanpitak (2005) also mentioned that Herzberg believed that compensation was able to change behavior at work. If compensation was provided improperly or unfairly, employees would be unsatisfied and turnover finally.

However, as in the Maslow sense, once “the belly is full” of hygiene factors, which is the case in most modern organizations, dangling any more in front of employees will not motivate them, According to Herzberg’s theory, only a challenging job that has the opportunities for achievement, recognition, responsibility, advancement, and growth will motivate personnel.

The X and Y Theories of Management

Douglas McGregor, a well-known psychologist, identified two basic types of management styles that he labeled “Theory X” and “Theory Y.” In his book *The Human Side of Enterprise*, McGregor said that Theory X, the traditional style of management, is based upon these assumptions:

1. The average person has an inherent dislike of work and will avoid it if possible.
2. Because of this dislike of work, most people must be forced, controlled, directed, or threatened with punishment to get them to put forth adequate effort toward the achievement of organizational objectives.
3. The average person prefers to be directed, wishes to avoid responsibility, has relatively little ambition, and wants security above all.

McGregor made the point that these managerial assumptions are not based upon the results of a scientific study of human behavior. He suggested that managers should replace Theory X assumptions with what he proposed in Theory Y:

1. The expenditure of physical and mental effort in work is as natural as play or rest.
2. External control and threat of punishment are not the only means for bringing about effort toward organizational objectives. People will exercise self-direction and self-control to reach objectives to which they are committed.
3. Commitment to objectives is a function of the rewards associated with the achievement of those objectives.
4. The average person learns, under proper conditions, not only to accept but to seek responsibility.
5. The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organizational problems is widely, not narrowly, distributed in the population.
6. Under the conditions of modern industrial life, the intellectual potentialities of the average person are only partially utilized.

Theory Y encompasses a major objective of positive human relations mentioned earlier: achieving both the employee's and the employer's goals.

Even though behavioral differences are great among adults, people are motivated in quite similar ways. The first four assumptions of Theory Y cover these commonalities of motivation. But if workers do not feel part of the work organization, they will become alienated and will feel any motivation at all.

Process of Work Motivation

In contrast to need theories of motivation, which concentrate upon what motivates people, process theories concentrate upon how motivation occurs.

Expectancy theory

Johns (1996) stated that the basic idea underlying **expectancy theory** is the belief that motivation is determined by the outcomes that people expect to occur as a result of their actions on the job. Moorhead and Griffin (1998) mentioned that expectancy theory is that motivation depends on how much we want something and how likely we think we are to get it. Psychologist Victor Vroom is usually credited with developing the first complete version of expectancy theory and applying it to the work setting. Davis and Newstrom (1989) indicated that motivation is a product of three factors: how much one wants a reward (valence), one's estimate of the probability that effort will result in successful performance (expectancy), and one's estimate that performance will result in receiving the reward (instrumentality). This relationship is stated in the following formula:

$$\text{Valence} \times \text{Expectancy} \times \text{Instrumentality} = \text{Motivation}$$

Valence

Valence refers to the strength of a person's preference for receiving a reward. It is an expression of the amount one's desire for a goal. For example, if an employee strongly wants a promotion, then promotion has high valence for that employee. Valence for a reward is unique to each employee, is conditioned by experience, and may vary substantially over a period of time as old needs become satisfied and new ones emerge.

Expectancy

Expectancy is the strength of belief that work-related effort will result in completion of a task. For example, a person selling magazine subscriptions door to door may know from experience that the volume of sales is directly related to the number of sales calls made. Expectancies are stated as probabilities—the employee's estimate of the degree to which performance will be determined by the amount of effort expended.

Instrumentality

Instrumentality represents the employee's belief that a reward will be received once the task is accomplished. Here the employee makes another subjective judgment about the probability that the organization values the performance and will administer rewards on a contingent basis.

Vrrom theory (Piyanart Yathum : 2004) based on the belief that expectation brought in devoting to work for satisfactory results. Therefore employees would choose job or

workplace according to their expectation of valuable results such as (1) wage (2) devotion to work (3) Product or service providers (4) Social interaction (5) Social status according to work status. Therefore if employees evaluated that their current results or compensations were lower than new alternatives or new workplaces, they would quit old job. On the other hand, if employees considered that their current compensations were better than new alternatives, they would continue working at the old workplace.

Employee Turnover

What is turnover?

www.thefreedictionary.com (May 2006) defined turnover as the number of workers hired by an establishment to replace those who have left in a given period of time or the ratio of this number to the number of employed workers.

http://dictionary.laborlawtalk.com/employee_turnover (May 2006) accordingly mentioned that employee turnover is the ratio of the number of workers that had to be replaced in a given time period to the average number of workers.

Employee turnover is a huge problem

Beck (2004) stated that turnover causes a drop in productivity, lower profits, inconsistent quality, and certainly creates work overload. In addition, turnover results in a lack of motivation, a lack of enthusiasm, apathy and a lack of teamwork. Hendrick (2006) indicated that turnover can become a cancer that slowly eats away at profits until it is difficult to cure.

Mayers (2006) presented that turnover negatively impacts the company's bottom line as follows:

- Loss of trade secrets and customer contacts
- Loss of valuable knowledge and experience about the company and its customers.
- Decrease in customer dissatisfaction due to lower-quality service.
- Lower morale among other employees picking up the slack.
- Business lost to the competition.

Smith (2006) presented that employee turnover is expensive. A continual effort to replace departing workers—to keep the revolving door full, instead of stopping it altogether—is bleeding organizations dry. It's expensive to constantly replace people that turnover. The cost of attracting, recruiting, hiring, training, and getting new people up to speed is tremendously more costly as well as tremendously more wasteful than most realize. Just consider these costs:

What Causes Employees Turnover?

Goolsby (2005) indicated that the top reasons cited in most studies is low compensation and inadequate benefits. Lack of appreciation and feeling that the employer values the employees' contributions also ranks high on the list of reasons for employee turnover.

Smith (2006) mentioned that employees quit for many reasons. Some leave for better paying jobs elsewhere. Others depart because they do not fit the culture. Many more

exit because their managers and supervisors are not properly trained. However, there are five important areas that motivate people to leave their jobs.

- Poor match between the person and the job
- Poor fit with the organizational climate and culture
- Poor alignment between pay and performance
- Poor connections between the individual, their coworkers, and the supervisor
- Poor opportunities for growth and advancement

These five P's can be addressed successfully. Employee retention begins by paying attention to what causes low job satisfaction as well as what attracts and retains your workforce.

How to stop turnover?

Levine (2006) indicated the key ways to keep good staff is to instill in them a sense of loyalty and commitment as follows:

1. Start With the Basics.

When a new employee starts, assign a buddy to them. Make sure they understand how the company works, its policies and procedures. Give them a thorough orientation. Help them to fit in easily and quickly.

2. Plan Together.

If this is an employee the company wants to keep, make sure the manager discusses with him a plan for his career development. Ensure they know the

company is willing to invest time and money in them to achieve mutual goals if they are interested to stick around and learn.

3. Be Flexible.

Be flexible with work arrangements. The old 9 to 5 routine is going the way of the dinosaur. Allow for flexi-time. Consider allowing them to work an extra hour a day to build up time for a day off every couple of weeks. If the type of work they are doing permits, consider allowing them one or two days a week when they can "work from home".

4. Don't be Greedy.

Be realistic with overtime expectations. People are entitled to a life, and if the company looks after them holistically, they will reward the company with the loyalty you seek. Understand their family commitments. Flexible work schedules are a blessing to working family partners, as are day-care crèches etc. You are not hiring a single automaton, you are hiring a human being with a life and a family, and it has to blend successfully if it is to be lasting and rewarding.

5. Forget the "Use By" Date.

Don't forget your retired staff. Many retirees soon find a life of retirement somewhat boring and will jump at the chance to work part time, or mentor new personnel (a win-win situation).

6. Reassure their Security.

If you want to keep staff, you have to prove that their career is not at risk by staying with you, and that you have what it takes to be a modern employer. Nobody is going to leave a company that pays well, understands their needs as a human being, and offers job security together with a career plan for advancement.

7. Don't Forget the Rewards.

Brainstorm and ask staff for their ideas on reward/bonus systems. Rewards need not entail cash bonuses, but may include benefits such as child crèches, flexible hours, time off, payment of association fees, etc.

8. Show Interest.

Show an active interest in your staff's welfare and enjoyment in their employment. Don't wait until the once a year interview. You could try offering a company Social Club, or staff picnics, or a newsletter primarily for and about the staff rather than a strictly business newsletter. Do any of your staff do things like volunteer work, or work with boy scouts, just for example, because if they do, some recognition and perhaps some kind of donation or sponsorship towards their activity, sporting group, etc. would go a long way to ensure their loyalty and appreciation.

9. Keep an Ear to the Ground.

Don't wait until disgruntled staff comes to you. By then, much damage has already been done. Whether the problem is at an individual level, or involves an entire

department, or an individual manager, act quickly and be seen to be taking steps to rectify any problem areas. Consult with all levels of staff. Encourage your management to take weekly walks around departments, letting their presence be known, asking friendly questions, showing concern, and taking steps to rectify problems.

10. Never Mislead.

Finally, if the job opening you are offering is potentially a short-term arrangement, or likely to change or disappear in the future, be open and honest about it upfront.

Never mislead employees. In a nutshell, the key to remember is that many employees think of their company (employer) as an extension of their family. Treat them as you would a valued family member and you will have lifelong loyalty. Treat them as a 'number', a disposable commodity, and you will have nothing.

Bouchner (2006) says not to lose your good employees because of poor management, dissatisfaction with career development opportunities or better compensation and benefits.

Improving your business in these areas not only reduces turnover, it's also good business practice that will pay off in improved performance for your customers, your employees and your bottom line.

Would you rather spend your time, talent and money on recruiting new employees or on retaining the good employees you already have?

3. Previous Research

Duangkaew Kleebthong (2006) in her research on “Motivation and Behavior in Nursing Performance of Registered Nurses in Chaokunpaiboon Phanomtuan Hospital, Kanchanburi Province, found there was a positive relationship between motivation and the behavior in nursing performance. Those motivations were achievement, esteem, career path, job function were significant factors to push employees to work.

Chomchuen Somprasert (1999) conducted the research, entitled “The Model for Promotion of Motivation of Nurses in the Workplace”. The results revealed that satisfied motivation was positive factors to encourage registered nurses to work, to achieve the goal. On the other hand, this unsatisfied motivation was also a negative factor for nurses to be frustrated, tired. This problem was able to lead to employees’ turn over.

According to the research on “Relationships Between Motivation and Turnover of Computer Staff in Computer Department : A Case Study of Bangkok Bank Co., Ltd. and Krungthai Bank Co., Ltd. by Chanpen Klongkitroj (1989), the findings revealed that motivation in organization was related to employees’ turnover rate especially loyalty, salary, and career path.

Jongjit Lertwiboonmongkol (2003) conducted a research, entitled “Relationships Between Personal Factors, Work Empowerment, Achievement Motivation, and Work Happiness of Staff Nurses, Governmental University Hospitals“. The results presented that factors related with turnover were Organization dedication, Salary, Type of work, Career development.

The researcher, Warangkana Siripujaka (2001) who studied on “Relationships Between Personal Factors, Motivation Factor, Work Environment, and Self Development Activities of Staff Nurses, Governmental Hospitals, Bangkok Metropolis” summarized that there was a positive significant relationship between motivation factor and self-development activities of staff.

According to Lindner, (1998) in her research, “Understanding Employee Motivation”, motivation was the key to retain a productive workforce. Furthermore, he indicated that employees had to be willing to let managers know what motivated them, and managers had to be willing to design reward system that motivated employees. If properly designed reward systems were not implemented, employees would not be motivated.

Motivation is the factor or force acting on employees that initiates and directs behavior. Therefore motivation is the core factor at work which does not only inspire employees to work effectively but also retain skillful employees. Employees are the vital resources of the company as they conduct all tasks possible. The company's goal should not be achieved without employees. Therefore the company should motivate employees to work according to their needs to reach the company goal and stop job burnout or employees' turnover rate which is a huge problem that stops the company growth.

CHAPTER 3

METHODOLOGY

In order to conduct a study on the influences of motivation on employees' turnover rate, the researcher had divided the study procedures into the following stages:

I. Population

The populations of this study were employees of sales section at Book Corner Co., Ltd. Respondents aged between 24 – 35 years both male and female as the degree of turnover rate was significant than others. Twenty eight from sixty five of the total employees participated in the survey that is a participation rate of 43.07%.

II. Instruments

The questionnaire was designed according to Maslow's Need theory to survey employees' attitudes toward the company. This questionnaire was provided in Thai for Thai respondents. It covered the objectives of the research and was divided into two parts;

Part 1: General information about the respondents

This section contained questions regarding the personal information about the respondents: sex, age, education, work experiences, and salary. The variable of motivations concerned with this research were salary, bonus, provident fund, medical fee, job function, career path, co-worker, supervisor, status and esteem, company value, loyalty,

secure. Furthermore, the respondents were questioned to find out what the best motivation at Book Corner. The respondents were able to choose more than 1 and score 1 – 5. 1 was the high interest and 5 was the low interest.

Part 2: Measurement of staff's attitudes toward the company

In this section, the respondents were questioned about their attitude toward the company to explore what motivates them to work. The questionnaires were designed in positive attitude to rate employees' attitude toward the company with 4 rating scales; always, usually, sometime, never. Respondents were able to respond according to attitude scale.

III. Data Collection

The questionnaires were distributed by post and handed in person. The research was conducted during October to November 2006.

IV. Data Analysis

The collected data from all respondents were analyzed and presented in percentage. Furthermore, table charts was used to illustrate the scores and rating of respondents' reply. The descriptive analysis based on the concepts of turnover is to show why each motivation affected the degree of employees' turnover.

CHAPTER 4

FINDINGS

This chapter presented the findings of the data analysis, consisting of tabular form with a brief description. It was divided into two main sections. Section I presented general information of the respondents. Section II presented information about attitude of employees towards Book Corner Co., Ltd.

I. General Information of the Respondents

Twenty eight respondents of 11 branches of Book Corners were selected randomly to fill in questionnaires which were conduct during October to November 2006. Details are presented in TABLE 4.1

TABLE 1 General information classified by gender

Item	No. of respondents	Percentage
Gender		
a) Male	9	32.14
b) Female	19	67.85
Total	28	100.00

According to TABLE 1, the respondents were divided into five main groups characterized by their gender, age, work experiences, job function, and salaries. According to TABLE 1 in the gender group, 9 of the respondents were males, or accounted for 32.14% of all

respondents. The remaining respondents were females, or it accounted for 67.85% of all respondents.

Book Corner Co., Ltd. is the service business. The type of business concerned with customer oriented, service mind. According to the characteristic of female, they prefer to service others than male. Therefore the most of respondents of Book Corner are female.

TABLE 2 General information classified by age

Item	No. of respondents	Percentage
Age		
a) 20 – 24	10	35.71
b) 25 – 30	15	53.57
c) 31 - 35	3	10.71
Total	28	100.00

In the age group, the age ranges of the respondents were divided into three classifications: 20 to 24, 25 to 30, 31 to 35. The first age group from 20 to 24 comprised 10 persons or 35.71%. The second age group of from 25 to 30 comprised 15 persons or 53.57%. In the last age group from 31 to 35, there were 3 respondents or 10.71%.

Respondents with the ages from 25 to 30 were the most of populations while respondents with the ages from 31 – 35 were the least. According to Herzberg's theory, an individual must have a job with a challenging content in order to be truly motivated. Therefore it was possible that respondents with the ages from 25 – 30 had challenging job than others.

Furthermore, respondents with ages from 31-35 gained a lot of experience, skills thus they

felt that their job was not challenging anymore. Therefore they quitted job to look for the challenging job at another workplace.

TABLE 3 General information classified by education

Item	No. of respondents	Percentage
Education		
a) Bachelor Degree	28	100.00
Total	28	100.00

In the education group, there were only respondents with bachelor degree.

TABLE 4 General information classified by work experience

Item	No. of respondents	Percentage
Work experience		
a) Probation	1	3.57
b) 4 months – 1 year	3	10.71
c) 1 – 2 years	11	39.28
d) 2 – 4 years	13	46.42
Total	28	100.00

In the work experience group, the ranges of respondents were divided into four classifications: on probation, 4 months to 1 year, 1 to 2 years, 2 to 4 years. The first group of probation comprised 1 person or 3.57%. The second group of 4 months to 1 year comprised 3 persons or 10.71%. The third group of 1 to 2 years comprised 11 persons or 39.28%. The last group of 2 to 4 years comprised 13 persons or 46.42%.

The most of respondents worked at Book Corner during 2 to 4 years. The data revealed that employees at Book Corner had good motivation at work as the most of respondents had long working experience. It was possible that respondents who worked at the company from 2 to 4 years were happy with their job and had good relationship among co-worker due to co-worker and job function were the best motivation at Book Corner. According to Two-Factor theory by Herzberg, the hygiene factors those were working conditions and interpersonal relations were able to prevent dissatisfaction. Therefore employees who were satisfied with job and co-workers preferred to work at Book Corner and did not quit job.

TABLE 5 General information classified by job function

Item	No. of respondents	Percentage
Job Status		
a) Staff	22	78.57
b) Supervisor	6	21.43
Total	28	100.00

In the job status group, the ranges of respondents were divided into two classifications: staff and supervisor. The first group of staff comprised 22 persons or 78.57%. The second group of supervisor comprised 6 persons or 21.43%.

The data indicated that the most of respondents were staff. At work, each job required experience and technical skills for task achievement. Therefore to be the supervisor, staff had to be trained and gained experience enough for job promotion. According to Duangkaew (2006), employees were motivated significantly by achievement, esteem, career path, job function. Therefore to retain these staff to work in organization, managers had to

consider promoting these valued staff into the higher position when they were equipped with technical skills and work experience.

TABLE 6 General information classified by salary

Item	No. of respondents	Percentage
Salary		
a) Below 10,000	17	60.71
b) 10,000 – 15,000	7	25.00
c) 15,000 - 20,000	3	10.71
d) 20,000 – 25,000	0	0.00
e) Above 25,000	1	3.57
Total	28	100.00

In the salary group, the ranges of respondents were divided into five classifications: below 10,000, 10,000 – 15,000, 15,001 – 20,000, 20,001 – 25,000, more than 25,000. The first group of lower than 10,000 comprised 17 persons or 60.71%. The second group of 10,000 to 15,000 comprised 7 persons or 25.0%. The third group of 15,001 to 20,000 comprised 3 persons or 10.71%. There was no respondent of 20,000 – 25,000. The forth group of more than 25,000 comprised 1 person or 3.57%.

Most of respondents had the salary lower than 10,000 bahts thus it was possible that salary was one of factor discouraged and effected employees' turnover rate. According to Churairat Suwanpitak (2005), Herzberg had concept that compensation was able to change behavior at work. If compensation was provided improperly or unfairly, employees would be unsatisfied and turnover finally. Therefore the salary adjustment should be re-considered by the company.

TABLE 7 Best Motivation in Book Corner Co., Ltd.

Best motivations rated by employee were as follows:-

Item	No. of respondents	Percentage
Salary	13	14.44
Bonus	6	6.66
Provident Fund	3	3.33
Medical Fee	4	4.44
Job Function	17	18.88
Career Path	5	5.55
Training	2	2.22
Co-worker	18	20.00
Supervisor	8	8.88
Status and esteem	6	6.66
Company Value	5	5.55
Loyalty	3	3.33
Total	90	100.00

As shown in TABLE 7, the respondents rated the motivation according to their preference as follows:

1. 18 respondents rated co-worker as the best motivation in an organization or accounted for 20.00 %
2. 17 respondents rated job function as the best motivation in an organization or accounted for 18.80 %.
3. 13 respondents rated salary as the best motivation in an organization or accounted for 14.40 %.

4. 8 respondents rated supervisor as the best motivation in an organization or accounted for 8.88 %.
5. 6 respondents rated bonus and status and esteem as the best motivation in an organization or accounted for 6.66 %.

II. Staff's attitudes toward the company

This part showed the respondents' attitude toward the company classified by needs according to Maslow's Need theory. The results were presented in Table 4.8

TABLE 8 Measurement of staff's attitudes toward the company classified by physiological need.

Item	Always	Usually	Sometimes	Never
(Physiological need)				
1. I am satisfied with my salary	0.00	36.00	50.00	14.00

As seen in Table 8, the results indicated that 50% of the respondents considered that they were sometimes satisfied their salaries, while 36% of the respondents viewed that they were usually satisfied by the salary. Furthermore nobody felt that they were always satisfied by their salary.

According to the data, salary was dissatisfactory among employees as nobody felt that they were always satisfied by the salary. According to the high living cost, money or salary might be the vital factor for some employees to live. Furthermore Maslow's need theory indicated that money or salary was the basic need of people. Therefore salary was another

influential motivation to inspire employees at work. If employees were satisfied by the salary, they would be happy and had inspiration to work. If the salary was unsatisfied, employee would lack motivation and might quit job.

TABLE 9 Measurement of staff's attitudes toward the company classified by secure need

Item	Always	Usually	Sometimes	Never
(Secure Need)				
2. I am satisfied with the bonus	4.00	14.00	50.00	32.00
3. I am satisfied with the provident fund.	7.00	46.00	46.00	0.00
4. I am satisfied with the medical fee here.	14.00	32.00	50.00	4.00

Item 2 indicated that 32% of the respondents thought that they were never satisfied with the bonus while 4% of the respondents viewed that they were always satisfied with this benefit.

As for item 3, 7% of the respondents were always satisfied with the provident fund. As for item 4, 14% of the respondents were always satisfied with the medical fee.

According to the data, employees were unsatisfied with the bonus the most. 32% of the respondents viewed that they were never satisfied by the bonus. Therefore bonus might be another influential factor leading to employees' turnover rate according to expectancy theory by Vroom. Victor Vroom indicated that expectation would bring in devotion to work and return with satisfied results. Therefore employees expected the good benefit like bonus in return to compensate their devotion to work. If the bonus was unsatisfied, they would be discouraged and unsatisfied.

TABLE 10 Measurement of staff's attitudes toward the company classified by social need

Item	Always	Usually	Sometimes	Never
(Social Needs)				
<u>Co-worker</u>				
5. I am satisfied with my co-workers	54.00	36.00	11.00	0.00
6. The co-workers I work with treat me in a warm and friendly manner.	36.00	43.00	21.00	0.00
<u>Supervisor</u>				
7. I am satisfied with my supervisor.	18.00	50.00	32.00	0.00
8. I have chance to propose my ideas to supervisor.	11.00	64.00	25.00	0.00
9. My supervisor treats subordinates fairly.	11.00	54.00	32.00	4.00
<u>Status and Esteem</u>				
10. Supervisor and co-worker believe in my abilities.	11.00	57.00	29.00	4.00

Item 5 indicated that 54% of the respondents felt that they were always satisfied by co-workers, while nobody viewed that they were never satisfied by co-worker. As for item 6, 43% of the respondents were usually treated in a warm and friendly manner by co-workers, and 36% of the respondents were always treated in a warm and friendly manner by co-workers. Item 7 indicated that 50% of the respondents were usually satisfied by supervisors, while nobody viewed that they were never satisfied with their supervisors. Item 8, 64% of the respondents felt that they usually had chance to propose ideas to supervisors, while nobody indicated that they never had chance to propose ideas to supervisors. As for item 9, 54% of the respondents thought that their supervisors usually treated subordinates fairly, while 4% of the respondents indicated that their supervisors never treated subordinates fairly. Item 10, 57% of the respondents indicated that

supervisors and co-workers usually believed in their abilities, while 4% of the respondents felt that supervisors and co-workers never believed in their abilities.

According to the results, employees had good relationship among employees. The previous data indicated that employees might consider monetary compensation like salary and bonus as their best motivation. However, this data shown that employees were motivated by co-worker and supervisor the most which was nonmonetary.

TABLE 11 Measurement of staff's attitudes toward the company classified by self-actualization

Item	Always	Usually	Sometimes	Never
Self-Actualization				
11. I have a career path.	11.00	18.00	57.00	14.00
12. I have chances to be trained for my job.	7.00	36.00	46.00	11.00
(Job Function and loyalty)				
13. I am proud of my job.	29.00	36.00	36.00	0.00
14. I am proud of my company value.	29.00	32.00	39.00	0.00
15. I am bound with my company and prefer to work here.	25.00	29.00	46.00	0.00

Item 11 indicated that 11% of the respondents believed that they always had career path, while 14% of the respondents felt that they never had career path. As for item 12, 7% of the respondents indicated that they always had chances to be trained for their job promotion, while 11% of the respondents believed that they never had chances to be trained for job promotion. Item 13 indicated that 29% of the respondents felt that they were always proud of their job, while nobody indicated that they were never proud of their job.

Item 14, 29% of the respondents indicated that they were always proud of their company value, while nobody mentioned that they were never proud of the company value. As item 15, 25% of the respondents felt that they were always bounded with their company and preferred to work there while nobody indicated that they never bounded with the company. The data revealed that employees did not have the positive attitudes on training and career path. For training, it was possible that there was a problem of distance of each branch in regions. Therefore managers should re-consider how to train and improve employees at the regions to enhance their skills for the company development. For career path, employees should have a chance to be promoted when their technical skills and abilities were proved.

The research investigated that if sex, age, work experience, job function and salary affected motivation, the results revealed that such personal differences affected motivation of employees at work as follows:

TABLE 12 Best Motivation in Book Corner Co., Ltd. classified by sex

Item	Male	Female
Salary	14.29	14.55
Bonus	2.85	9.09
Provident Fund	2.85	3.64
Medical Fee	2.85	5.45
Job Function	20.00	18.18
Career Path	0.00	9.09
Training	5.71	0.00
Co-worker	20.00	20.00

TABLE 12 Best Motivation in Book Corner Co., Ltd. classified by sex (Cont.)

Item	Male	Female
Supervisor	11.43	7.27
Status and esteem	5.71	7.27
Company Value	5.71	5.45
Loyalty	8.57	0.00
Total	100.00	100.00

As seen in Table 12 Male considered co-worker (20.00%) and job function (20.00%) as the first best motivation. The second best motivation for male was salary (14.29%). For female, the best motivation was co-worker (20.00%) while the second best motivation was job function (18.18%). The third best motivation for female was salary (14.55%).

The results indicated that sex affected motivation at work. First and second best motivation of male and female were almost same. However, male and female had different motivation significantly on career path, training and loyalty. Male did not consider career path as their motivation while 9.09% of female viewed that career path as their motivation. Moreover, 5.71% of male considered training as their motivation while female did not consider training as their motivation. Furthermore, 8.57% of male considered loyalty as their motivation while female did not consider loyalty as their motivation.

TABLE 13 Best Motivation in Book Corner Co., Ltd. classified by age

Item	20 – 24	25 – 30	31 – 35
Salary	17.64	12.76	11.11
Bonus	8.82	6.38	0.00
Provident Fund	5.88	2.12	0.00
Medical Fee	5.88	2.12	0.00
Job Function	20.58	21.27	11.11
Career Path	2.94	8.51	0.00
Training	5.88	0.00	0.00
Co-worker	17.64	19.14	33.33
Supervisor	5.88	10.63	33.33
Status and esteem	0.00	6.38	11.11
Company Value	5.88	4.25	0.00
Loyalty	2.94	6.38	0.00
Total	100.00	100.00	100.00

As seen in Table 13, the results presented that motivation at work varied according to ages.

Employees with ages from 20 – 24 were motivated by job function (20.58%), co-worker and bonus (17.64%) and bonus (8.82) while ages from 25 – 30 indicated that the best motivations arranged in order at work were job function (20.04%), co-workers (19.14%), and salary (12.76%), and the ages from 30 – 35 revealed that their best motivations at work were co-workers and supervisors (33.33%), job function, salary, and status and esteem (11.11%).

The preferable motivations classified by ages were similar in general but status and esteem as motivation of employees with ages from 30 – 35 only. The data revealed that the young employees (20 – 24 years old) did not focus on self and esteem (0%) while the senior staff

(30 – 35) considered status and esteem as the second best motivation. The results conformed to Maslow's need theory. When the basic needs were satisfied, people looked for the higher hierarchy.

TABLE 14 Best Motivation in Book Corner Co., Ltd. classified by work experience

Item	Probation	4 months–1 year	1 – 2 years	2 – 4 years
Salary	20.00	0.00	13.51	13.51
Bonus	20.00	11.11	8.10	5.40
Provident Fund	20.00	0.00	2.70	0.00
Medical Fee	20.00	0.00	8.10	0.00
Job Function	20.00	22.22	21.62	18.91
Career Path	0.00	11.11	8.10	0.00
Training	0.00	22.22	0.00	0.00
Co-worker	0.00	22.22	21.62	18.91
Supervisor	0.00	0.00	8.10	13.51
Status and esteem	0.00	0.00	0.00	16.21
Company Value	0.00	0.00	8.10	5.40
Loyalty	0.00	11.11	0.00	5.40
Total	100.00	100.00	100.00	100.00

As seen in Table 14, the results presented that work experience influenced motivation at work. Employees during probation had ideas that the best motivations were salary, bonus, provident fund, medical fee, and job function those all were rated as 20%. Employees who had work experience during 4 months – 1 year at Book Corner indicated that the best motivations were job function, training, and co-workers (22.22%), while employees who had work experience during 1 – 2 years revealed that best motivations were job function and co-workers (21.62%), while salary was rated as 13.51%. Employees who worked during 2

– 4 years had ideas that job function, co-worker (18.91%) were their best motivation while status and esteem was the second best one (16.21%).

The results revealed that employees during probation preferred monetary motivation such salary, bonus, and medical fee while job function was only one nonmonetary factor that they preferred. Employees who worked at the company during 2 – 4 years preferred nonmonetary factors as job function, co-worker, status and esteem, supervisor while salary and bonus were only two nonmonetary factors they regarded as their best motivation. The results could be summarized that monetary factors influenced new employees while nonmonetary factors affected employees with experience from 2 – 4 years.

TABLE 15 Best Motivation in Book Corner Co., Ltd. classified by job status

Item	Staff	Supervisor
Salary	12.82	16.66
Bonus	7.69	0.00
Provident Fund	2.56	0.00
Medical Fee	5.12	0.00
Job Function	20.51	16.66
Career Path	6.41	0.00
Training	2.56	0.00
Co-worker	19.23	25.00
Supervisor	10.25	8.33
Status and esteem	2.56	33.33
Company Value	6.41	0.00
Loyalty	3.84	0.00
Total	100.00	100.00

According to Table 15, the results presented that job status affected motivation at work.

Staff had an idea that the best motivations arranged in order were job function (20.51%), co-workers (19.23%), and salary (12.82%). Staff consider status and esteem as their last best motivation while supervisors indicated that the best motivations were status and esteem (33.33%), co-workers (25.00%), and salary and job function (16.66%).

According to Maslow's need theory, people had a need to grow and develop and, consequently, would strive constantly to move up the hierarchy in terms of need satisfaction. Therefore senior who were satisfied by the basic need required the higher hierarchy such as status and esteem.

TABLE 16 Best Motivation in Book Corner Co., Ltd. classified by salary

Item	<10,000	10,000 – 15,000	15,001 – 20,000	>25,000
Salary	11.76	20.00	0.00	20.00
Bonus	8.82	6.66	0.00	0.00
Provident Fund	2.94	0.00	0.00	0.00
Medical Fee	5.58	0.00	0.00	0.00
Job Function	20.58	20.00	0.00	20.00
Career Path	7.53	0.00	0.00	0.00
Training	2.94	0.00	0.00	0.00
Co-worker	19.11	20.00	50.00	20.00
Supervisor	7.35	13.33	50.00	20.00
Status and esteem	1.47	20.00	0.00	20.00
Company Value	7.35	0.00	0.00	0.00
Loyalty	4.41	0.00	0.00	0.00
Total	100.00	100.00	100.00	100.00

As seen in table 16, the results indicated that salary influenced the motivation at work.

Employees who got the salary below than 10,000 had an idea that the best motivations arranged in order were job function (20.58%), co-workers (19.11%), and salary (11.76%).

Employees who got the salary 10,000 – 15,000 thought that the best motivations were salary, job function, co-workers, status and esteem (20.00%). For employees who got the salary 15,000 – 20,000 thought that the best motivations were co-workers and supervisors (50%), while employees who got the salary more than 25,000 indicated that the best motivations were salary, job function, co-workers, supervisors, status and esteem (20%).

The results revealed that status and esteem was the last motivation that employees with the salary lower than 10,000 considered while employees who had the salary more than 25,000 considered status and esteem as the first best motivation. According to Maslow's hierarchy need, a person attempted to satisfy the more basic needs (physiological) before directing behavior toward satisfying upper-level needs. Therefore employees who had the salary more than 25,000 considered status and esteem as their best motivation as they were satisfied by the basic need. For employees who had the salary lower than 10,000, they considered salary as their best motivation as their basic need that was the salary were not satisfied.

CHAPTER 5

CONCLUSION OF THE STUDY

This chapter includes conclusion, discussion of the finding and its limitation and suggestion for further studies.

I. Conclusion

It was found that employees played the most important role to organizations. Many companies tried to inspire their employees with many tools. Motivation was one of the effective tools to push employees for significant productivity. The one of challenge responsibilities of managers in this era was to retain effective employees as turnover rate of employee effected the company growth. The objective of this study was to investigate which factors affected the turnover rate of employees, studied variation of motivation on employees' turnover rate of Book Corner including studying employees' need and expectation from the company. There were two research questions: 1) What factors affected the turnover rate of employees, and 2) Did employees' attitude influence the turnover rate.

The samples were employees of Sales section from 11 branches of Book Corner Co., Ltd. Respondents were 24 – 35 years old both male and female. 28 respondents were randomly selected to answer the questionnaires consisting of three important parts ----

---general information of the respondents, attitude of employees towards Book Corner Co., Ltd, and suggestions from the respondents for the company improvement.

The results of the study revealed that motivation at work effected employees' attitudes toward the workplace.

According to the findings, the most influential motivations at work satisfied by employees were co-worker, job function, salary, supervisor, status and esteem and bonus. Furthermore, personal differences of age, sex, work experience, job status, and salary effected motivation at work. Male considered job satisfaction as the best motivation while female thought that co-workers were the best motivation. Employees with ages from 20 – 24 were not motivated by co-workers while the best motivation of employees with the ages from 30 – 35 was co-worker. For difference of work experience, the best motivations at work of employees during probation were salary and provident fund, while employees with the ages from 4 months to 2 years thought that job satisfaction, training, and co-worker were the best motivations. Employees with the ages from 1 to 2 years indicated that job satisfaction and salary were best motivations while employees with the ages from 2 to 4 years viewed job function, co-workers, and status and esteem were best motivations. Staffs and supervisors also considered motivation differently. Staff revealed that the best motivations were job function and co-workers while supervisor considered status and esteem and co-workers as their best motivations.

Suggestions for the company improvement

Based on the survey, the respondents had also provided some suggestions about the company improvement. The suggestions could be summarized as follows:-

1. The relationship between employees at HQ and provinces.

There were gaps between Book Corners and a head quarter, staff at Book Corners felt that they were isolated from a head quarter. There should be activities to build feeling of team and sense of belong.

2. The salary

The salary should be increased to motivate staff for better productivity.

3. The bonus

The bonus should be increased. Furthermore, employees who worked less than one year should be considered to get the yearly bonus.

4. The flexible hours.

Employees required flexible working hours.

5. Wage.

Respondents indicated that sometimes they worked O.T. without the wage.

6. Reduction of commission of damaged books.

Reduction of commission for damaged books should be re-considered.

Respondents had an idea that the money deducted for damaged books could be their expenditure.

7. Training

There should be more training for career development.

II. Discussion

According to the study, employees considered motivations at work as important factors as respondents presented their kind and prompt corporation to answer the questionnaires. Almost 100% of the respondents sent back the questionnaires by one week. The results indicated that employees were motivated to work differently and inspiration at work varied according to personal differences such as gender, age, work experience, job status, and salary. Therefore the company should create motivation at work properly according to the personal needs to attract and satisfy them. The findings revealed that the motivations satisfied by employees most were co-workers, job function, salary, supervisors, bonus and status and esteem. Therefore if these favorable motivations were provided improperly or unfairly, employees would lack inspiration or feel unsatisfied and turnover finally. Thus it could be summarized that the factors affected the turnover rate of employees were co-workers, job function, salary, supervisor, bonus and status and esteem. This summarization was supported by two factors theory of Frederick Herzberg as co-workers, job function, salary, supervisors, bonus and status and esteem were Hygiene and Motivator factors. These two factors were able to motivate and dissatisfy employees. One of these factors---status and esteem---belonged to Herzberg's satisfier or motivator factor. His model suggested that this factor effected job motivation and job satisfaction. While four of these factors---co-workers, job function, salary, supervisors, and bonus---belonged to Herzberg's hygiene factors. These factors were not motivations but they helped and prevented employees' turnover. If these factors were lacked or provided improperly, employees would lack of morale. (Yupinthorn Chotisuk : 2005)

Therefore managers or supervisors had to create motivator factors for employees' satisfaction. Moreover, hygiene factors had to be maintained to prevent dissatisfaction, discouragement. Whenever employees felt unhappy or unsatisfactory at the current workplace, it was possible that they tried to avoid or been away from work or absent and finally turnover to look for satisfaction at the new workplace.

2. Did employees' attitude influence the turnover rate?

The findings of this research question based on "Two factors" theory of Herzberg, and Expectancy theory by psychologist Victor Vroom as follows:-

1. Two factors theory by Frederick Herzberg

According to Herzberg, compensation was able to change behavior at work. If compensation was provided improperly or unfairly, employees would be unsatisfied and might work unwillingly, finally turnover to look for satisfaction at the new workplace.

According to the survey of employees' attitude of Book Corner Co., Ltd., the findings revealed that employees felt unhappy with salary and bonus the most. Therefore if compensations those were bonus and salary were unsatisfactory, employees would change their attitude toward their job and workplace. They would work unwillingly, unhappily and finally turnover for the better compensation at the new workplace.

2. Expectancy theory by psychologist Victor Vroom

This theory based on belief that expectation would bring in devotion to work and return with satisfied results. Employees chose their work or workplace according to their expectation of valuable results. Compensations or expected outcome were (1) Wage for compensations (2) Willing devoted to work (3) Product or service providers (4) Social

relationship and (5) Social status according to work status. If employees evaluated that their current results or compensations were lower than new alternatives, they would resign. On the other hand, if results or compensations those they had were better than the new alternatives, they would continue working at the old workplace. Therefore dissatisfaction of employees toward bonus and salary might be one factor leading to turnover if employees considered that they had lower compensations than they expected.

According to Beck (2004), turnover results in a lack of motivation, a lack of enthusiasm, apathy and a lack of teamwork. Lacking of motivation caused employees' turnover in accordance with the research of Chomchuen Somprasert (1999) who conducted the research, entitled "The Model for Promotion of Motivation of Nurses in the Workplace". This research revealed that satisfactory motivation is a positive factor to encourage registered nurses to work, to achieve the goal. On the other hand, this unsatisfactory motivation was also negative factors for nurses to be frustrated, and tired. This problem was able to lead employees' turn over. Therefore, the company should create better motivation to satisfy employees for their happiness and retain efficient workforces.

According to the findings, the best motivations at Book Corner Co., Ltd. arranged in order were co-workers, job function, salary, supervisors, bonus and status and esteem. The company was able to create and enhance such motivations at work as follows:-

1. Co-Worker

Employees considered co-workers as the first best motivation. Moreover, according to the suggestions from employees, they needed more relationship among employees especially branches at provinces and the head quarter office as employees at the provinces

felt that they were always isolated from the head quarter office. This need was the “Affiliation Need” (*n* Aff motive) according to McClelland’s needs theory. McClellands proposed that employees who needed **Affiliation** (*n* Aff), had a strong desire to establish and maintain friendly, compatible interpersonal relationships. In other words, they liked to like others, and they wanted others to like them! More specifically, they had an ability to learn social networks quickly and a tendency to communicate frequently with others, either face-to-face, by telephone, or by letter. (Johns : 1996). Therefore the company should satisfy their needs by providing activities to strengthen the relationship

McClelland predicted that people would be motivated to seek out and perform well in jobs that matched their needs. Therefore to strengthen relationship among employees and enhance their work abilities, the company should create the sense of belonging especially staff at provinces who would not feel isolated. The company might create activities as follows:-

- Newsletter or e-letter to spread out information through out organization.
- E-learning to be the knowledge centre. Employees of all branches were able to access to e-learning by themselves. With this method, employees would be proud of the organization and had a sense of belonging. There might be the questions pushing employees to access to E-learning. The one who answered correctly would get the reward and the honor would be named in e-letter or e-learning.
- Supervisor paid attention to staff if they were happy with colleagues and was the centre to spread out news from the management.

2. Job function

Employees rated job function as the second best motivation. According to Two-Factor by Frederick Herzberg, job function was one of the motivation factors. A job that is high in motivators will lead to satisfaction. Songwut Kaewkrom (2003) conducted the research titled "Motivation Factors Influencing Employees' Work Satisfaction in Medium Chemical Business Maptaphut Industrial Estate Rayong supported this theory that Motivator Factor made people satisfied or dissatisfied toward job. People had satisfaction when they were provided with factors as follows:-

- 1) Tasks assigned were challenging.
- 2) Tasks assigned were meeting people's interesting.
- 3) Job did not cause too much physical tiring.
- 4) Job rewards met employee's satisfaction.
- 5) Pleasant working environment should be created and met physical need of employees to achieve goal.
- 6) Employees were regarded as value staff.

Therefore managers should focus on factors known to promote job satisfaction, such as challenging job, pleasant working environment, or opportunities for personal growth. People spent most of their time at work. Be happy with tasks assigned brought in job satisfaction and life satisfaction. Whenever employees had job satisfaction and life satisfaction, they thus had the willing to perform best tasks for the company and did not want quit job that they loved.

3. Salary

According to employees' ideas, salary was the third best motivation at work. On the other hand, salary was the second unsatisfactory motivation at work. The findings revealed that most of the employees (60.71%) had salaries lower than 10,000 bahts though most of the employees or 46.42% of all populations had 2 – 4 year work experience. According to Need Theory of Maslow, salary was the basic or physiological need. Salary was the basic need that was very important for employees to live. Therefore some employees might consider salary as the vital factor at work. Pay thus could bring in satisfaction and dissatisfaction. If employees were provided the salary that was insufficient for living, they might be dissatisfied, discouraged, and finally quit job to look for the better salary for their living.

4. Supervisor

Employees rated supervisor as the forth best motivation. Therefore supervisors played an important role to subordinates. Douglas McGregor, a well-known psychologist, identified two basic types of management styles that he labeled "Theory X" and "Theory Y." Theory X, the traditional style of management, is based on the belief that people were lazy, dislike work and avoided it if possible. Therefore, people must be forced, controlled, directed, or threatened with punishment.

McGregor suggested that managers should replace Theory X assumptions with what he proposed in Theory Y that was people were not lazy and were able to work by themselves to reach objectives to which they are committed. Therefore supervisors had no need to control or force people to work and treated co-worker as the partners who achieved

the goal together. Supervisors might set up the meeting to share ideas for the same destination. Narumol Winijwong (2004) conducted the research entitled “Job Motivation of Employees Infonet Thailand Group” recommended that managers should enhance relationship with subordinates by asking, taking care for trust and friendship. Managers should advise, recommend for the best destination and help solving solutions to motivate subordinates to work.

5. Bonus

When employees devoted themselves to work and organization, they thus expected rewards and valuable results such as the good bonus. According to Vroom, expectation brought in devoting to work leading to satisfactory results. Therefore if employees devoted themselves to work, they expected the best bonus to be the reward for their hard work through the year. If the bonus provided was dissatisfactory, employees would be discouraged and might quit the job.

5. Self and Esteem

According to Alderfer and Maslow's theories, individuals' needs are arranged in a hierarchy. The findings indicated that employees during probation who newly graduated ranked salary and provident fund as their best motivations while senior employees who worked for 2 to 4 years thought that the best motivations were job satisfaction, co-worker, and status and esteem. Therefore to attract young employees, the company should provide the proper salary and benefits such as provident fund while attracting senior employees by promoting their status and esteem. This summarization was similar to the research of

Taranan Krikangwan (2006) titled "Work Motivation and Adjustment of Employees: A Case Study in One Company that seniors were motivated by status and esteem.

The best motivations above revealed how employees regarded their motivation as inspiration at work. Therefore the company should pay more attentions to these factors to stop turnover if such motivations were unsatisfactory. This summarization was similar to the research of Smith (2006) who mentioned that employees quitted for many reasons. Some left for better paying jobs elsewhere. Others departed because they did not fit the culture in the company. Many employees exited because their managers and supervisors were not properly trained. Therefore people should be motivated to work with satisfaction.

Employees were the key factors of all procedures at organization. Without employees who were the most important resources, it was impossible for all organizations to reach success. Employees thus expected valuable results from the company they worked for. If employees were satisfied by motivation they expected, they would devote themselves to the work and organization they loved. Therefore the company should create motivation to inspire employees for their devotion to work. If employees felt unsatisfied with the improper motivation, they would work with unhappiness and did not want to devote themselves to work. When employees lacked motivation and inspiration to work, they quitted job and looked for the better motivation at another organization. Motivation at work was the core factor to inspire as well as to retain effective employees to work for the organization and this core was tremendous that the company should not look over.

III. Limitation of the study

This research was conducted with a small sample group with 28 respondents as Book Corner was only a small company. However, the findings were interesting.

IV. Recommendation for further studies.

1. Motivation was the core subject that successful and leading companies around the world are concerned with such as Procter & Gamble, PepsiCo, Hewlett Packard, and Nike. Therefore it would be beneficial if the similar topics conducted at bigger companies to develop Human Resource Management.

2. This research was also limited to employees aged from 20 – 35 as there were significant turnover rate of such populations. However, the older staff were important factors of organization. According to Greenberg and Baron (2003), older people were generally more satisfied with their jobs than the younger ones. Moreover, older people had more experiences, gained more training. Furthermore they were skillful and get ready to devote themselves for the company. Therefore further studies should be focused on the senior people as they are the top of the cream, and are the valuable resources.

3. According to the study, personal profiles affected turnover rate, thus this research might be conducted by comparing influences of motivation in different business lines to find out which was the best motivation to satisfy employees' need.

4. This research was only a case study of Book Corner Co., Ltd., therefore the results might be fact based on only this company. The research thus should be studied at other organizations in the same business types to compare results. Furthermore as this

research focused only on a private company, the other study should be conducted in a public sector to find out the difference or similarities of results.

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APPENDIX A

The Sample of Questionnaires (English)

Questionnaires of attitudes of employees toward on company

This questionnaire is designed for a graduate research project entitled “A Study of the Influences of Motivation on Employees’ Turnover Rate: A Case Study of Book Corner Co., Ltd.” at Srinakarinwirot University. Your cooperation in completing this questionnaire would be much appreciated. The questionnaire consists of the following parts:

Part I Profile of the respondents

Part II Attitude Survey

Part I – Profile of the respondents

1. Sex

☐ Male

☐ Female

2. Age

☐ 20 – 24

☐ 25 - 30

☐ 30 – 35

3. Education

☐ Below Bachelor Degree

☐ Bachelor Degree

☐ Above Bachelor Degree

4. Work experiences in Book Corner Co., Ltd.

☐ Probation period ☐ 4 months – 1 year

☐ 1 – 2 year ☐ 2 – 4 year

5. Job Function

☐ Sales staff ☐ Sales supervisor

6. Salary

☐ below 10,000 ☐ 10,000 – 15,000

☐ 15,000 – 20,000 ☐ 25,000 – 30,000

☐ Above 30,000

7. What is the best motivation in Book Corner Co., Ltd.

(You can choose more than one and score 1 to 5 of each you chose;

1 = high interest / 5 = low interest)

☐ Salary ☐ Supervisor

☐ Bonus ☐ Status and esteem

☐ Provident fund ☐ Company Value

☐ Medical fee ☐ Loyalty

☐ Job function ☐ Secure

☐ Career Path ☐ Others (please specify):.....

☐ Training

☐ Co-worker

Part II - Attitude of employees towards Book Corner Co., Ltd.

	Always	Usually	Sometimes	Never
(Physiological needs)				
1. I am satisfied with my salary				
(Secure needs)				
2. I am satisfied with the bonus				
3. I am satisfied with the provident fund and medical fee here				
4. Our company is stable, secure, so we do not need to worry about job security.				
(Social needs)				
Co-worker				
5. I am satisfied with my co-workers.				
6. The co-workers I work with treat me in a warm and friendly manner.				
Supervisor				
7. I am satisfied with my supervisor.				
8. I have chance to propose my ideas to supervisor.				
9. My supervisor threatens subordinates fairly.				

	Always	Usually	Sometimes	Never
Status and Esteem				
10. Supervisor and co-worker believe in my abilities.				
(Self-Actualization)				
11. I have a career path.				
12. I have chances to be trained for my job promotion.				
(Job function and loyalty)				
13. I am proud of my job				
14. I am proud of my company value.				
15. I am bound with my company and prefer to work here.				

16. Other suggestions for the company improvement (if any):

- Thank You -

APPENDIX B

The Sample of Questionnaires (Thai)

แบบสอบถามเรื่องทัศนคติของพนักงานที่มีต่อบริษัท บู้คคอร์เนอร์ จำกัด

แบบสอบถามนี้ เป็นส่วนหนึ่งของสารนิพนธ์ ของ นางสาวปริญดา ตันติเสวี นิสิตปริญญาโท
มหาวิทยาลัยศรีนครินทรวิโรฒ ประสานมิตร เรื่อง การศึกษาอิทธิพลของแรงจูงใจต่ออัตราการเข้า
ออกของพนักงาน : กรณีศึกษาของบริษัท บู้คคอร์เนอร์ จำกัด ซึ่งเป็นส่วนหนึ่งของการศึกษาตาม
หลักสูตรภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติ

ความคิดเห็นของท่านในแบบสอบถาม เป็นประโยชน์ในการศึกษาวิจัยเท่านั้น โปรดตอบตามความ
เป็นจริงมากที่สุด

ตอนที่ 1 ข้อมูลทั่วไป

1. เพศ

☐ ชาย

☐ หญิง

2. อายุ

☐ 20 – 24

☐ 25 - 30

☐ 30 – 35

3. การศึกษา

☐ ต่ำกว่าระดับปริญญาตรี

☐ ระดับปริญญาตรี

☐ สูงกว่าระดับปริญญาตรี

4. อายุการทำงานในบริษัท บัคคอร์นเนอร์ จำกัด

☐ อยู่ระหว่างการทดลองงาน ☐ 4 เดือน – 1 ปี

☐ 1 – 2 ปี ☐ 2 – 4 ปี

5. ตำแหน่งงาน

☐ พนักงานฝ่ายขาย

☐ หัวหน้างานฝ่ายขาย

6. เงินเดือน

☐ ต่ำกว่า 10,000 บาท

☐ 10,000 – 15,000 บาท

☐ 15,000 – 20,000 บาท

☐ 20,000 – 25,000

☐ มากกว่า 25,000

7. ข้อใดคือแรงจูงใจที่ดีที่สุดของท่านในการทำงานในบริษัท บัคคอร์นเนอร์ จำกัด

(ท่านสามารถตอบได้มากกว่า 1 ข้อ โดยเรียงลำดับจากมากไปน้อย 1 – 5)

1 = มากที่สุด / 5 = น้อยที่สุด

☐ เงินเดือน

☐ ความสัมพันธ์กับผู้บังคับบัญชา

☐ โบนัส

☐ ความสัมพันธ์กับเพื่อนร่วมงาน

☐ กองทุนสำรองเลี้ยงชีพ

☐ สถานภาพและการยอมรับนับถือ

☐ ค่ารักษาพยาบาล

☐ คุณค่าขององค์กร

☐ ความพึงพอใจในงาน

☐ ความจงรักภักดีต่อองค์กร

☐ ความก้าวหน้าในงาน

☐ การฝึกอบรมเพื่อพัฒนางาน

☐ อื่นๆ (โปรดระบุ):.....

ตอนที่ 2 – ทักษะคติของพนักงานที่มีต่อบริษัท บิวคอรันเนอร์ จำกัด

	เห็นด้วย อย่างยิ่ง	เห็นด้วย	มีความเห็น เป็นกลาง	ไม่เห็นด้วย อย่างยิ่ง
(ความต้องการด้านกายภาพ)				
1. ท่านคิดว่าอัตราเงินเดือนเหมาะสมอยู่แล้ว				
(ความต้องการด้านความมั่นคง)				
2. เงินโบนัสที่ได้รับจากบริษัทเป็นที่พอใจของท่าน				
3.สวัสดิการกองทุนสำรองเลี้ยงชีพเป็นที่พอใจของท่าน				
4. สวัสดิการการรักษาพยาบาลเป็นที่พอใจของท่าน				
(ความต้องการด้านสังคม)				
เพื่อนร่วมงาน				
5. ท่านมีความสัมพันธ์ที่ดีกับเพื่อนร่วมงาน				
6. เพื่อนร่วมงานให้ความรักและเห็นอกเห็นใจท่าน				
ผู้บังคับบัญชา				
7. ท่านสามารถเข้ากับผู้บังคับบัญชาได้ดี				
8. ท่านสามารถเสนอแนะความคิดเห็นต่อผู้บังคับบัญชา				
9. ผู้บังคับบัญชาของท่านมีความยุติธรรม				
(สถานภาพและการยอมรับ)				
10. ผู้บังคับบัญชาและเพื่อนร่วมงานยอมรับใน ความสามารถของท่าน				

	เห็นด้วย อย่างยิ่ง	เห็นด้วย	มีความเห็น เป็นกลาง	ไม่เห็นด้วย อย่างยิ่ง
(ความก้าวหน้า)				
11. ท่านมีความก้าวหน้าในงาน				
12. ท่านได้รับการฝึกฝนและอบรมเพื่อพัฒนางาน				
(ความพึงพอใจในงานและความจงรักภักดีต่อองค์กร)				
13. ท่านรู้สึกภาคภูมิใจในงานที่ท่านได้รับผิดชอบอยู่				
14. ท่านภูมิใจที่ได้ทำงานในองค์กรที่มีคุณค่า				
15. ท่านมีความรู้สึกผูกพันกับองค์กรและต้องการจะทำงานที่นี่ต่อไป				

16. ข้อเสนอแนะเพื่อพัฒนาองค์กร (ถ้ามี):

ขอขอบคุณทุกท่านที่กรุณาให้ความร่วมมือในการตอบแบบสอบถามนี้

VITAE

VITAE

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