

0022

**Approach to Reduce the Turnover Rate of Employees:
The Case Study of 24 Shopping Co., Ltd.**



Supanut Tanawanichworachai¹, Sureerat Koedsan²

B.B.A. in International Trade and Business Logistics,
International College, King Mongkut's University of
Technology North Bangkok, Bangkok, Thailand

E-mail: koibui@hotmail.co.th¹, s5715011660472@email.kmutnb.ac.th²

and

Thomas E. Fernandez

International College, University of the Thai
Chamber of Commerce, Bangkok, Thailand

Tel: +66 81-833-0416, E-mail: thomas.utcc@gmx.net

Approach to Reduce the Turnover Rate of Employees: The Case Study of 24 Shopping Co., Ltd.

by

Supanut Tanawanichworachai¹, Sureerat Koedsan²

B.B.A. in International Trade and Business Logistics,
International College, King Mongkut's University of
Technology North Bangkok, Bangkok, Thailand

E-mail: koibui@hotmail.co.th¹, s5715011660472@email.kmutnb.ac.th²

and

Thomas E. Fernandez

International College, University of the Thai
Chamber of Commerce, Bangkok, Thailand

Tel: +66 81-833-0416, E-mail: thomas.utcc@gmx.net

Abstract

The research has the purpose of (1) To study the factor that influence to the turnover decision making of employees at 24 shopping Co.,Ltd. Bang Buathong distribution center. (2) To study what's the employee's needs. In this research, researchers have chosen survey research to collect the information. Researchers have collected the information by using a questionnaire. The questionnaire has made up as an instrument to collect the employees information at 24 shopping Co.,Ltd. Bang Buathong distribution center. In this research, researchers have random employees in this company at any position to answer this questionnaire. The result for this research is most of the employees at this company are woman (68%), at the age of 21-30 (55%), single (70%). Most of the employees at this place also studied lower than bachelor degree (81%). This company has the full-time position employees (93%), have a salary at 8,000 – 15,000 (75%). Most of them work at this company for 1-2 years (27%). Researchers have set up 4 sides for a factor that affect to the resignation of employees; about organization, about supervisors, about colleague, about career. Researchers also set up 5 questions for an interview; What's your inspiration to work? What's your expectation to get from the company? What do you think causes employees to change job frequency? What are the factors that you choose for the workplace? What's your recommendation for reducing resignation rates? Researchers found that factor that has the most influence to employees is compensation, welfare, progress in job.

Keywords: Turnover rate, Distribution center, Human Resource Management, Employee Retention

1. Introduction

A problem that always occurs in business is turnover rate. Mostly of the employees that is the daily worker. The problem of turnover rate is quite a big problem because sometimes the company has to pay for the training fee, the information of the company may have a chance to leak information. Problem of turnover rate must be clear in short period of time to solve this problem. Of course, that sustainable employees will be good for business because they can continue working and can help develop the company more easily.

In this thesis, 24 shopping Co., Ltd have faced the problem of high turnover rate. 24 Shopping Co., Ltd has established on 7th January, 2014. In the past 24 Shopping Co., Ltd is a 7-11 store but it is a part of e-commerce to support SMEs as a business distribution center. 24 shopping is a company that separate from CPALL. 24 Shopping Co., Ltd is a company that has business about sales online, manage orders according to customer orders and send goods to every branch of 7-11. It has 5 ways of distribution channels: 1) sells goods in Seven Eleven, 2) through magazine, 3) through customer service center, 3) through online website, and 4) special service as a center for customer service to reserve and deliver special goods to customers

Researchers would like to know why this problem always occurs in business and why it is as a great problem for the company to solve it in a short period of time to develop the company easily and to reduce company expenses. The objective of the study was to know the cause of problem and how to solve this problem. Researchers have seen that the turnover rate is an important problem for businesses. Enquiry the turnover rate problem of the company to propose the company strategy to know the real cause of problem and to solve it in short period of time.

The researchers study base information from chapter1 24 Shopping Co., Ltd. faced a problem. Researchers collect the concepts, theories and related research which are the essence and theory as a guide including research that is experiencing similar problems. So that it can be applied to the case study of 24 Shopping Co., Ltd that face a turnover rate problem.

2. Literature Review

2.1 Theory and Definition

Tayoss yingyong (2008) Human resources management system can be separated into two systems:

Merit system

This system is a way to recruit people by use various exams to assess knowledge and ability of each person that has fully qualified. Regardless of political reasons or personal relationships is important. human resource management by virtue of the principle of four principles include (1) Equality of opportunity means providing equal opportunities for job applicants for qualified and experienced applicants without protection because of their gender, skin and religion status, everyone who meets the criteria will have the right to equal consideration. (2) Competence means knowledge acquisition and ability to recruit people to work. They will choose person who has knowledge acquisition and ability for a suitable position which has to follow their criteria. (3) Put the right man to the right job means to find person who are the most suitable for this job, if an executive officer is appointed will be considered by performance or the potential of future management. (4) Security on tenure means operational security that an organization gives to personnel that

they will receive protection, they won't be bullied or being left out of work without fault whether by personal or political reasons also allows practitioners to feel secure in the face.

Patronage system

It is the system of selecting people to work by use political or relationships as the main reason, regardless of the knowledge, ability and appropriateness as the main characteristics. The patronage system is characteristic contrary to the moral system this system also known as spoiled system, nepotism and favoritism the key principles of patronage system are: (1) Spywares is the system that the eldest son will inherit his father's position. (2) Special affair is the system that will appointment closer of person who are favorite to hold office. (3) Exchange system is the systems that use objects or valuable asset for a position exchange and seizure of patronage system.

- Factors that relate to human resource management, management policies are similar as compass guides the organization to the intended destination is the main reason to set up the human resource management policies.
- Policy formulation is to work hard in a uniform manner throughout the organization. It eliminates the disparity between employees within the same department or different departments. The policy is also measure of the performance of all employees. Determining good policies helps employees become more active and loyal to the company. In addition, encourages employees to make progress in their jobs as well as to help them become more stable.
- The policy should be written as evidence. Policy writing makes all employees know where to get the benefits, what's the deal and policy also make employees know their position at any level how to do it. Policy is something that changes with the situation and the environment shown there is flexibility in the management. So, writing a policy as evidence it would be better factors related to human resource management. Management is a compass that guides the organization to intended destination as key reasons for setting human resource management policy.
- Policy formulation makes treatment for employees to work in a uniform manner throughout the organization help eliminate the problem of discrimination between employees within the same department or different departments. The policy is also virtual as an instrument to measures performance of all employees, good policy formulation helps employees become active and loyal to the company, in addition policy also encourage staff to be progressing in the work done is equal make your company stronger.
- The policy should be written as evidence. Written evidence makes every employees know their privileges, what they will receiver form administrative section, their status, what they have to do and then another is policy can adapt to each situation and environment which mean that a policy has a flexible management, so written policy as an evidence is some better things that should done. The propose as follows:
 1. To guess what their needs number of employees and types of human resources to work include the level of skill, knowledge and ability required.
 2. To acquire and retain human resources in amount and quantity that employer needs.
 3. To manage the use of human resources in the organization to the maximum benefit and protect employees who have to leave the job after the development of the organization.
 4. To guess for the problem that will occur in the future this related to human resources for examples shortage of personnel and excess staff.
 5. To make a mutual understanding about human resources management of any departments in an organization this will relate to spreading the agency eventually.

Asisonthisakun (2015) explains that new human resource management concepts from the capitalist movement have influenced management in all regions. The entire business sector, including state enterprises, government agencies and institutions is influenced by capitalism, so they have to adapt their management to be competitive. In the public sector and academia necessary to adjust the management of their organizations in terms of services as well to response the needs of the private sector that already higher level in this era of capitalism itself.

Organizations with more capital are more advantageous than others and after the end of the 20th century the concept of capital in action was more interpreted than the meaning of management, resources and technology but it has become more important to human resources and is an important fund of the organization to create an operational advantage and then many thinkers call this person "human capital". Economists thought that the combination of skills, knowledge, health and values in one person cannot be separated. Investing or spending money on personnel, education, training, and welfare, so on is considered to be a return on investment. Human Capital Management (HCM) is the management to improve the quality and performance of human resources this is an extensive activity since the appointment and recruitment of talented people, talent retention. Develop and motivate people to show their highest potential those involved in human capital management need to have creative ideas, motivated by enthusiasm and so it is important for the success of human resources management that management of all levels in the organization need to be involved inevitably.

In this age human resource management means all levels of management must work closely human resource professionals in their organizations to create the highest productivity for the organization. In addition, looking at personnel in terms of capital to generate revenue and growth of the organization. Human Resource Management concepts focus on individual-oriented management instead of group management it has been action and set for the return of investment in form of convenient to operator but it still cannot response and makes a satisfaction for personnel and then each person has different wants and needs. Especially, might not have a motivated and keep personnel to have higher performance for the organization because the organization cannot set the return level at which high potential personnel satisfied if the concept continues to be given in equal measure to justice. The concept of individual management requires that human resource management must adapt several practices such as:

1. Recruiting and selection will focus on the selection of high potential personnel or the ability to develop themselves in the direction that the organization needs. Employee's qualifications are determined along with specific recruitment sources, such as institutions with recognized disciplines. In addition, the diverse features of knowledge, skills and experience in the business will be of greater interest.
2. Potential development will focus on the development of personnel skills and specialized capabilities develop to create a variety of skills this is a multi-skill, through systematic analysis of knowledge, capabilities and features. Development methods will use more technology. Learners will learn in-house through the various curricula that are provided including knowledge management, management, supervisors, and staff members to play a greater role in defining the content and training methods suitable for each employee. Executives and supervisors play a role in coaching and promoting self-study staff.
3. Welfare and benefits are designed to be used as a strategy to motivate individuals there are different needs and basic features. Cafeteria benefits that determine an individual's budget and the employees can choose their own type of welfare start getting more attention. In addition, return management is linked to better performance management.

4. Motivation for higher education welfare.

Yuenying (2015) explain about in business or industry is a work that has to consider for the results profit or loss, operations are full of competition in all matters such as quality of product or services, advertising, marketing, cost control and other related. Problem that always occurs is the work of the people in the organization this is a valuable organizational resource. Many executives use rewards and penalties to get employees to do their best quality work. Some executives think of the mercy of living together with love. The way it should be called does not use psychological strategies in any way to empower people to work it is also immoral, illegal and strengthening to work well. In addition to working behavior that is aimed at increasing quantity and quality it also emphasizes the atmosphere where the practitioners are happy, satisfied and willing to invest their efforts to achieve the objectives set work in such a way is a work motivation which business people should focus and study to develop the work to progress is the definition of motivation. Background and importance of motivation in work, the nature and origin of the motives. Theory and study of motivation and the application of knowledge about motivation to use in business. Motivation is the process which an individual is motivated by stimuli. Deliberately act or struggle to achieve certain objectives which can be seen as a behavioral occurrence. Behavior is not just a normal response, characteristics of normal stimulation responses such as comments on the call look forward to when someone walks past. Pick up the phone when the buzzer rings this example is a response to an unwanted stimulus is an inspirational behavior such as the auditor's efforts to complete the accounting must be honored by the supervisor. Salespeople are committed to working consistently do not lose the job and intend to sell in the hope of gaining special favor. Background and importance of motivation in work use of strategies to motivate a co-worker's work to the desired goal is not a new one that has just begun recently in ancient times the same approach was applied to both humans and animals. Some strategies are used to make the participants satisfied, volunteer to do some strategies even work to generate more motivation. However, practitioners may have a negative attitude towards executives because being exploited or outsiders may look without recognition because of the exploitation. The importance of motivation to work, understanding the importance of motivation in work may be by asking questions about the behavior of some people we see in everyday life. Some examples of problems such as why some scientists spend so much time in the lab spend most of their lives practicing it. What are some athletes struggling to get tired of rehearsing repeatedly for months before competing in the sport because of that some people give up, work hard, and use all their energy throughout their lives to discover the future world in some ways that have not been found before at the same time someone has done same style but in order to find the traces of the ancient world do not ignore the knowledge of the future world. The answer to this problem is because these behaviors are motivation they are motivational behaviors. Behavior induced by the motivation is a serious concentration of effort to invest in it, so that results or actions achieve desired goals. About adapts the knowledge about motivation to work. Motivation has more influence to behavior and work of the person who wants to progress in an organization should pay attention to the application of knowledge to motivate to use in the job to encourage employees to work and generate their own to achieve the goal. Two things that should be addressed in terms of motivating and motivating ways of working. Things to consider in enhancing work motivation. Theories and studies of motivation have many characteristics, the idea of each theory or study is used to motivate the work do not know what to do, but will have some of the same, although not the same at this stage of application. The leader must choose to suit each group of people we are going to

motivate for him if the method is not appropriate motivation will not occur to motivate people to work. There are things to keep in mind.

Mike K (2016) refer to Mullika Tonsorn (2001) clarify that leadership refers to the process by which the leader uses his influence and power to motivate others to be willing and then actively engage in the work of the organization or the group. Research on leadership from past to present can divide the theory of leadership into four groups: 1) Trait Theory, 2) Behavioral Theory, 3) Contingency Theory, and 4) Transformational Leadership Theory.

This theory has explained the difference between leadership and non-leadership. In the past the supervisor will use traditional then will change to find some attribute of leadership and try to separate each attribute. It is found that the leader is unique personality. Emotional and emotional needs, motivations, and values differ from those of non-leaders. The personality traits of effective leaders are often found differently between leaders and non-leaders. (1) Personality traits (2) Personality traits related to job (3) Mental characteristics and intellectual skills (4) Social features (5) Motivation of work. Leadership Theory depends on the personality and ability of the person, which has some unique characteristics. Not to be found in non-leaders, such as ambitious and energetic to be honest and moral have a good year to bring others. Have confidence in yourself, intelligence, knowledge of the work done, have tolerance to stress and emotional maturity. Leadership education is changing the way that leaders behave towards their followers or performers. Some behaviors, in particular, make leaders different from non-leaders. Leadership behavior affects the attitude and performance of subordinates. It is necessary to study the behaviors of the leaders in order to make the leaders more effective. And make leaders more credible. It has been recognized as the cornerstone of modern leadership, which is called leadership success. The high turnover rates are a big and really negatively problem which affect a company and its employees in many ways. With the constant need to hire and train new employees, it is easy to veer from true mission and vision of the organization. By retaining employees, companies can provide a higher ability workforce that positively affects the bottom line.

2.2 Literature Survey

In Sriworachattaporn and Phasunon (2015), factors affecting turnover intentions of supply chain staff: A case study of a consumer goods company in Bangkok. The study found that 3 factors, including uncertainty in the job, Sense of political in an organizations, Salary and benefits affect intention to resign of supply chain department of Consumer Goods Manufacturer Company in Bangkok.

Napapach Nakchueathong (2010) study on the factors affecting the trend of resignation of employees in the Rojana Industrial Park. The summary of research motivation factors hygiene. Factors affecting the trend of resignation of employees over all middle level the average score 3.23 results of this research can be applied in the development and management of the company has a good. The qualitative research to find out the real reason from the entrepreneurs directly and from interviewing employees. In addition, companies in the Rojana Industrial Park, Ayutthaya province should be updated or modify the factors motivating and sustaining the various factors.

Patimo Kera and Asiya awae (2015) the factor and farewell cause go out of an officer is the communication within an organization which an employees has not been received the news clearly. Communicate method of executives focus on works too much, assignment is not clear. The relationship between the executives and employees to the poor. Compensation is not appropriate for the workload because the enterprise has employees not enough with the

workload. The employees must operate many functions or transfer of employees to other branches make employees feel tired and bored with the work and may result in the employees decides to resign. Factors that contribute to motivating to make a commitment and loyalty to the organization. Compensation and there are other benefits suit the workload result employees have the spirit to work.

3. Research Methodology

3.1 The study framework

This study aimed to identify the causes of and how to find measures to reduce the resignation rate of general employees level at 24 Shopping Co., Ltd. Bang Buathong branch the factors are:

1. The general status of employees are age, gender, education back ground, status, position, monthly income, duration of operation in current company.
2. This table shows factors affecting the resignation of employees about organizations, supervisors, colleague and career.

Levels that influence the decision to resign	Substitute
The most	5
Much	4
Medium	3
Less	2
Least	1

3. Interview and suggestions.

3.2 Variables used in research

Classified as independent variables and dependent variables as follows:

Independent variables

- The general status of employees are age, gender, education back ground, status, position, monthly income, duration of operation in current company.
- Factors affecting the resignation of employees about organizations, supervisors, colleague and career

Dependent variables

- Outcome of interview and suggestions

3.3 Identification of demographic and sample

The population used in this study is general employees level at 24 Shopping Co., Ltd. Bang Buathong branch answer questionnaire 100 person and interview 13 person on 30 March, 2018

3.4 Analytical instruments

1. Study related theories and the tendency to decide to resign as a way to make questionnaires.
2. Collect data to apply and create questionnaires that influence the resignation of employees.

3.5 Analyze data on employees resignation rates

1. The general status of employees are age, gender, education background, status, position, monthly income, duration of operation in current company to know the fundamentals that affect the ability to work.
2. Factors affecting the resignation of employees about organizations, supervisors, colleague and career to know the main factors influencing the resignation.
3. Interview and suggestions to know the intentions, expectations and know the true solution.

4. Anticipated Results

This research has made up to study about turnover rate of employees at 24 Shopping Co., Ltd, at Bang Buathong branch. For the purpose of (1) to study what is the reason why they have decided turnover of employees at 24 Shopping Co., Ltd, at Bang Buathong branch. (2.) To know what's their wants and needs. This research is a survey research by using questionnaire as a research methodology. Researchers have chosen 100 employees as a sample to complete this questionnaire. Researchers also chose 13 employees in this group of samples for an interview.

In this research, researchers has use the questionnaire result to calculate for the percentage of factors that affect to the resignation of employees to know which item is the most influence to a turnover decision.

5. Conclusion

5.1 An analysis of the demographic characteristics of the sample

From data collection and analysis, researchers can conclude that most of the respondents are female at the percentage of 68, at the age of 21-30 at the percentage of 55, lower than bachelor degree at the percentage of 81, mostly are single at the percentage of 70, full time position employees at the percentage of 93, have a salary at 8,000 – 15,000 at the percentage of 75, duration of operation in current company for 1-2 years at the percentage of 27.

5.2 An analysis of the factors affecting the resignation of employees

For the factors affect to the resignation decision of employees, researchers had separated into 4 sides; about organizations, about supervisors, about colleague, and about career of the employees of 24 Shopping Co., Ltd, at Bang Buathong distribution center. In each side will have the questions that ask to know what their want or needs. If consider in each factor can be explain as follows.

About organization

Researchers have asked 11 questions about organization factor. Researchers has arranged in descending order as follow:

- ☒ Compensation (46%)
- ☒ Prioritize with progress in job (44 %)
- ☒ Welfare and job security (42%)
- ☒ Helps of colleagues when experiencing (40 %)
- ☒ Relationships between others in an organization (38 %)
- ☒ Medical benefits and the workplace is convenient (35 %)
- ☒ Clarity of assignment (32 %)
- ☒ Knowledge of supervisor (15 %)
- ☒ Organization structure (9 %)
- ☒ The power to make decisions in responsible work (7 %)
- ☒ The workplace is clean (6 %)

About supervisors

Researchers have asked 6 questions about organization factor. Researchers has arranged in descending order as follow:

- ☒ Supervisors listen to your comments (46%)
- ☒ Supervisors doesn't justice and supervisors be fussy (38%)
- ☒ Supervisors don't honor subordinates (37%)
- ☒ Relationships between supervisors and subordinates and supervisors lacks of good human relations (35%)

About colleagues

Researchers have asked 6 questions about organization factor. Researchers has arranged in descending order as follow:

- ☒ Peace of mind in working with colleagues (45%)
- ☒ Colleague doesn't justice (43%)
- ☒ To be convenient from colleagues to coordinate with various agencies (42%)
- ☒ The envy of colleagues (39%)
- ☒ Cooperation from colleagues (36%)
- ☒ Relations with colleague (35%)

About career

Researchers have asked 6 questions about organization factor. Researchers has arranged in descending order as follow:

- ☒ Happiness in work (46%)
- ☒ The work doesn't have any interesting (41%)
- ☒ Progress in job and too much task (40%)
- ☒ The assigned tasks match with your knowledge (39%)
- ☒ The duty is not clear (22%)

The next part is for interview, researchers had interviewed 13 employees by random. Researchers had set up 4 questions for an interview as follows.

1. Inspiration to work

In this question have many different answers, but most of the employees said that things that they need are good welfare, salary, good colleague, and family.

2. Expectations to get from the company

In this question have many different answers, but most of the employees said that things that they need are salary, welfare, and progress in job.

3. What do you think causes employees to change jobs frequently?

In this question have many different answers, but most of the employees said that things that they need are progress in job, workplace, salary.

4. Factors you choose for the workplace.

In this question have many different answers, but most of the employees said that things that they need are the workplace near their home, comfortable travel, salary, and company stable.

5. Recommendation for reducing resignation rates.

In this question have many different answers, but most of the employee recommends that they need supervisor to use appropriate word with them, edit welfares, and pay attention to them.

As a research result, researchers found that most of the employees are women at the age of 21-30 years old. Most of them are single and they care about good welfare, salary, job security, and near their home. For the age of 31-40 years old, in this group, most of them get married and they have concentrated in compensation, welfare which comprehensive to their family, progress in job. Now let's talk about men employees. For the men employees most of them are in the age of 21-30 years old, most of them are single and they hope the to have a job security, good relationship with coworker, happiness, and progress in job. The last group is male at the age of 51-60 years old, this group has already get married and they need to have a good compensation, welfare, job security, good coworker, and happiness.

6. Suggestions

The results of this study researchers expected to be very useful to 24 Shopping Co., Ltd, Bang Buathong branch including other organizations are the problem is the same. It can help reduce problems and bring benefits to the organization properly so that depending on many factors the researchers has divided the factors as follows about organization, supervisors, colleague and career to identify the causes and influences that cause employees to resign frequently when know the problem, can take the strategy and the truth be adapted to the actual situation.

About organizations

Companies should adjust the compensation for employees which based on the difficulty of the job or complexity to make employees motivated to work and all employees expect progress because in this time most of the employees said that the compensation is low and work hard, supervisors should know the strengths and weaknesses of each employees to empower the organization to employees who have the potential to fulfill their assigned duties and what is undeniable except for the compensation are welfare and job security that is a factor in choosing work companies should make be motivated by this part.

About supervisors

Supervisors should listen to employee's feedback and try to adapt to employees. Strengthen good relationship with the supervisors and employees for the atmosphere is good, provide fairness to employees and do not create conflicts in the organization. Use reason to judge the problem, use words that do not make people feel lost, or honor to each other. Admiration and admonition for good relationship

About colleague

Companies should work together as a team; decentralization and all employees should work hard in order not to burden their colleagues this is a main factor that causes discouragement and decision to resign. Another important reason that make employees make a decision for resign is their colleague doesn't justice. So, the company should look after in this small topic.

About career

Human resources must determine which employees are at the heart of the organization and have to maintain them. The happiness of employees with the ability to increase their work and make employees love career because works better more efficient work. Happiness in work is one of the important factor which will help our employees have a good encouragement. If they have a good encouragement the work will be better result. However, it must be continuously stimulated. Provide employees work as a talent cause love in the work process and do not put heavy work or too work.

References

Sriworachatpatorn, C. and Phasunon, P. (2015). [online]. Factors affecting turnover intentions of supply chain staff: A case study of a consumer goods company in Bangkok. [cited 2 May 2018]. Available from URL <https://www.tci-thaijo.org/index.php/Veridian-E-Journal/article/download/.../30075>.

K, M. (2017, Oct 17). [online]. Leadership theory. [cited 15 Apr. 2018]. Available from URL : <https://mike-cmu.blogspot.com/2016/10/leadership-theory.html>.

Kera, P. and Awae, A. (2015). [online]. The factor and farewell cause go out of an officer. [cited 12 May. 2018]. Available from URL http://intra.polsci.pn.psu.ac.th/edu_sha/files/03-06-2015_14-14-22_2-11.pdf.

Matichon Online. (19 Feb 2013). [online newspaper]. Six steps to create motivation and commitment in the organization to maintain the good of the organization. [cited 25 Mar. 2018]. Available from URL : <http://www.haygroup.com/th/press/details.aspx?id=37185>.

Napapach Nakchueathong. (2010). [online]. The factors affecting the trend of resignation of employees in the Rojana Industrial Park. [cited 15 Apr. 2018]. Available from URL http://dspace.bu.ac.th/bitstream/123456789/338/1/napapan_nakj.pdf .

RatchadaAsisonthisakun. (2009, Jun 13). [online]. The concept of human 18resource management in the new era. [cited 8 Apr. 2018]. Available from URL : <https://www.gotoknow.org/posts/267913>.

Sasi Oumpeng.(2015). [online]. The factors affecting supervisor turnover in the corporate accounting division of the Siam Cement Group, Bangkok, Thailand. [cited 12 Apr. 2018]. Available from URL :http://ethesisarchive.library.tu.ac.th/thesis/2015/TU_2015_5702030064_3548_1896.pdf.

Suphaphon Yuenying. (2015). [online]. Motivation to work. [cited 24 Apr. 2018]. Available from : URL <https://sites.google.com/site/anthikabac/kar-srang-raeng-cungci-ni-kar-thangan>.

Tayossyingyong, Y. (2008). [online]. The meaning and process of planned human resource development strategy. [cited 25 Mar. 2018]. Available from URL: <https://www.gotoknow.org/posts/176809>.

Thongsanga Phongphaeo. (2018, Mar 11). [online] .To write a thesis. Proposal writing chapter 3 methodology research. [cited 28 Apr. 2018]. Available from URL <https://www.gotoknow.org/posts/121214>.

Zapier Inc. (2018). [online]. The ultimate guide to forms and surveys. A simple guide to asking effective questions. [cited 13 May 2018]. Available from URL <https://zapier.com/learn/forms-surveys/writing-effective-survey>.