THE RELATIONSHIP BETWEEN JOB SATISFACTION AND TURNOVER INTENTIONS IN GENERATION YIN BANGKOK AND METROPOLIS AREA, THAILAND

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Abstract: In this study, it aims to examine the relationship between job satisfaction and turnover intentions in generation Y in Thailand. The researcher tries to focus on the change in value result of testing the relationship between two main variables, which are job satisfaction and turnover intention. There are many researches that were conducted to investigate this issue before. However, due to the change in generation there might be some significant change in the results that are impacted by generation Y employee's perception. This study is also conducted in a traditional way by using employees' empowerment, promotion, workplace environment, supervisor support, and co-worker support in order to find a level and relationship in job satisfaction in the first part. In second part, it will find the relationship between job satisfaction and turnover intention for generation Y employees.

Keywords: Job satisfaction, Turnover intention, Generation Y

Introduction: Helping companies to keep being competitive in the business field means employees are part of the key to bringing a company success. Not only leaving a company will cause a negative result to the work flow of an organization but an excess rate of turnover among employees will also generate additional costs in recruitment and training which will demand a rising budget in the human resources department (Sheng, 2003). Hence, every organization aims to achieve goals which are the evidence to define the success of an organization and an understanding of each factor that impacts the job satisfaction of employees is an essential key to bringing a company success (Swanson & Holton, 2001).

However, when the organization tries to restructure its structure to be a flat structure, it generates more road-blocks for employees to be promoted to higher positions (Jehanzeb, Rasheed & Mazen F. Rasheed, 2013). On the other hand, as long as employees have been satisfied by their jobs or their employers, they will be able to work more devotedly and deeply (Muktar & Rizwan, 2014).

The characteristics of generation Y, shows that they usually have less loyalty toward organizations since they need more opportunity to jump into another job or job hopping frequently since they are more likely to be a risk taker (Gale, 2007). Moreover, generation Y also has a high job expectation, especially, expectations on their immediate bosses (Tulgan, 2009). Tulgan and Martin 2001, also agree that generation Y employees are willing to work with the organization that they want to, not where they have to. Therefore, the retention of qualified and skilled employees will be the great significant to improve business that are dealing with Generation Y employees.

Literature review Generation Y: Generation Y is the latest generation that has entered into the workforce (Hill, 2004). Generation Y is a person who was born between 1980 – 2000 (Zemke et al., 2000). Generation Y has been explained in psychological perspective as having high self-esteem, more external locus of control, anxiety, and needs less social approval (Twenge and Campbell, 2008).

As generation Y has been raised under uncertain situations and times, mostly they prefer to depend on themselves rather than waiting for help from others on their success (Atkinson, 2008).Since generation Y has explored technologies, computers at the young age, they are good at utilizing the internet as well as using it for finding information(Generation Y: the millennials, 2006). Due to generation Y's nature, they prefer to challenge themselves by working in high-profile jobs with competitive environments which make them expect to change positions frequently (Pooley, 2005).

Employees' satisfaction: There are a lot of research studies on relationships between employees' motivation, behavior and proceeds since generally what employees feel about

organizations and work will reflect in employees' satisfaction (Mukhtar, 2014). According to Maslow's hierarchy of needs theory, when people are motivated to fulfill basic states of need and can achieve it, they will seek for another level of need and fulfill it continuously (Maslow, 1943). Need of fulfillment is related to the job providing enough for them to fulfill their needs that lead them to fulfill individually their own satisfaction in their perspective to organizations. Commonly, it is believed that satisfaction level of a job will be related to what employees think and perceive about their own job (Spector, 1997). Organizational commitment and job satisfaction levels of employees can be interpreted by intense degrees of relationships existing between employees and organizations (Ryan et al. , 2011).

However, in basic problems is job satisfaction are that there are high complex questions due to many components to define it, but it is still used as one of methods to define a relationship within organizations (Coomber & Barriball, 2006). When employees have a chance to alter or participate with job characteristic which are one of the empowerment part, it will stimulate interest in jobs and working environment to employees (Wall & Martin, 1987). Also, founded that the more complex nature of a job, the more it will generate interest that reflects satisfaction of employees more effectively (Wall & Martin, 1987).

Turover Intention Turnover intention is when employees are likely to quit their job or position in the future (Amy E. Green, et al., 2013). Most of the time turnover intention has been raised from organizational and job related issues even if there are many internal and external factors that are involved (Mor Barak et al. 2001). A withdrawal decision will generate negative affects to organizations (Halfhill et al. 2002) since it will generate costs for recruitment as well as negatively impacting team performance, effectiveness and efficiency of productivity until the effectiveness of the organization itself (Abbasi and Hollman 2000; Argote et al. 1995; Gray et al.1996). Commitment is stronger than the word loyalty that it is liked to provide organizational support as well as reduce the rate of turnover intention. Moreover, it can stimulate strong beliefs regarding an organization's goals and values that employees are encouraged to

support and achieve as in the name of a company (Mowday, Steers, & Porter, 1979).

3. Conceptual framework The variables which have been used in this research are adopted from scales of Hayes (1994) for Employees empowerment, Kabir & Pavin (2011) for promotion, and Lee (2006) for workplace environments respectively. In addition, in the next three items of employees' satisfactions were adopted from Hackman & Oldham (1975) and lastly, variable for turnover intention is taken from Seashore et al., (1982). Plus, supervisor support and co-worker support variables were adopted from Sheng (2003).

Firstly, this research is conducted to find the relationship between independent variables and employees' satisfaction which are workplace environment, promotion, employees' empowerment, supervisor support, Co-worker support in order to identify correlation with employees' satiafaction. Secondly, employees' satisfaction will be taken as the independent variable and turnover intention as the dependent variable. Consequently, researcher has conducted hypothesizes in this part as by following:

H_1: Empowerment has relationship with employee's satisfaction.

H_2: Promotion has relationship with employees' satisfaction.

H_3: Satisfaction of workplace environment has relationship with employees' satisfaction.

H_4: The supervisor support has a relationship with employees' satisfaction.

H_5: Co-worker support has a relationship with employee satisfaction.

H_6: Employees' satisfaction has a relationship to the turnover intention.

Research methodology: This chapter of the research focuses on interpreting and presenting the results of collected data analysis and its results, which is collected from 206 examples of correspondents. Groups of respondents in this research were focusing on generation Y who are currently working in offices in Bangkok and the surrounding metropolis area, Thailand.

Pilot Study: In this part of the research it will be conducted to investigate the reliability of used items to show that all measured scales are valid for the determination of the independent variables which are employees' empowerment, promotion, workplace environment, supervisors'

support, co-workers' support and the in between variable which is employees' satisfaction and

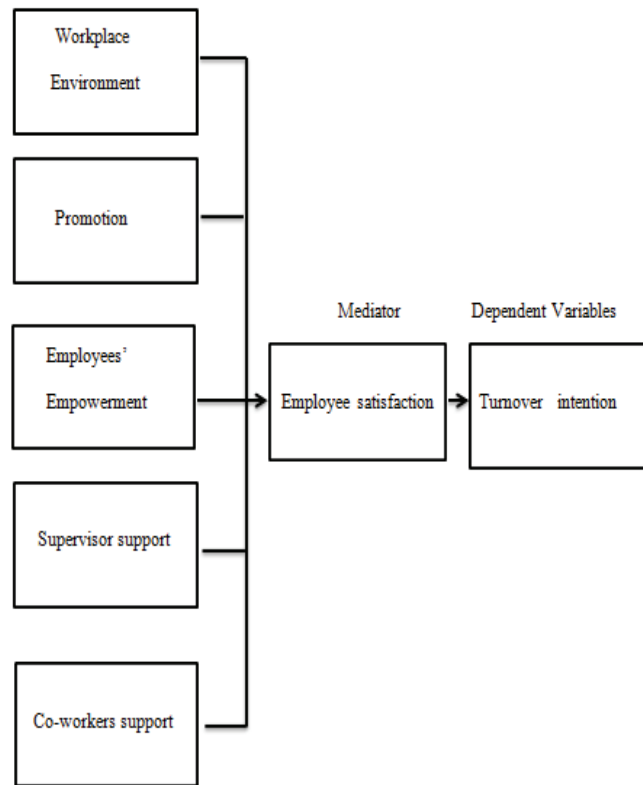lastly, the dependent variable which is turnover intention.

Figure 1: Conceptual Framework that had been developed from previous studies

Table 4.1 Results from reliability pilot test from 30 correspondents

Scales	No. of items	Cronbach's Alpha
Employees' empowerment	4	0.668
Promotion	3	0.754
Workplace Environment	3	0.862
Supervisors' support	4	0.756
Co-workers' support	3	0.720
Employees' satisfaction	3	0.674
Turnover Intention	3	0.951

The data of respondents which are contributed to two parts. Firstly, it is a demographic question used as a screening question in order to get the right target respondents who are generation Y only. Furthermore, all scales in the questionnaire must pass Cronbach's Alpha reliability test first. After the demographic questions, respondents will have to answer the question of levels in the agreement of each variable which are employees' empowerment, promotion, workplace environment, supervisor support and co-worker support that are independent variables of job satisfaction. Then, the questionnaire will ask for levels of satisfaction in the current job through a Likert scale which will lead to turnover intention questions. In order to complete the questionnaire, respondents will have to answer through a 5 point Likert scale which ranges from

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree to 5 = Strongly Agree

Results and discussion: The research was conducted in private organizations that are located in Bangkok and the surrounding metropolis area. According to the study's objectives, the researcher would like to identify relationships between job satisfaction and turnover intention among groups of generation Y workers who are employees working as general officers in order to acquire the knowledge that when the generation change happens, job satisfaction will still be related to turnover intention like previous research has concluded before. The research has been separated into two parts. Firstly, the researcher used 5 factors as independent variables in order to measure the job satisfaction level of employees. According to the table of results that was shown above, the researcher found that the results of employees' empowerment and promotion is significant at .000 and has a relationship with job satisfaction which can confirm the results of previous work that has been done before by Mukhtar (2014). Refer to Kato et al (2009), the previous study found out that there is significant relationship between workplace environment and job satisfaction. The better hygiene factor provided that more employees tend to be stimulated and work well. As a consequence, the results of this research also came out in the same way as work environment's testing which showed that there is a correlation with job satisfaction and moves into the same way. Next, the relationship between supervisor support and job satisfaction also has shown that they have a relationship

between each other which are presented in the results in the movement in the same direction as Sheng (2003), as well as co-worker support that has been conducted by Sheng (2003). In this study they also found out the similar movement of directions andt that there is a relationship between co-worker support and job satisfaction. Lastly, referring back to the research of Mukhtar (2014), who stated that there are relationships between job satisfaction and turnover intention, the more satisfaction raised, the less the turnover rate. Consequently, after testing the hypotheses it also found that there is a relationship between job satisfaction and turnover intention at the .000 significant levels, and there is a moderate relationship between two variables positively. Accordingly, the result is different from the previous researches that have done before or can say that generation Y still want to leave the job even though they are satisfied in their current job.

Recommendations for further study: Firstly, due to a limitation of time, the researcher can only take a sample in a small size and the convenience sampling which will impact the results of the study was used. Accordingly, if the size of the sample and area can be wider it will be more accurate and effective in the testing of results. Moreover, almost all variables in testing the results have come out at a lower or weaker level which should be emphasized more in further studies. There might be new factors due to a change in time, generation, environment force, perception of employees that can generate more significant results in terms of finding an impact and relationship towards turnover intention.

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