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The Influence factors that affect employee retention

(a case study in one of the tops electricity organization in Thailand)

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Abstract

This research aimed to determine factors that affect to employee retention, a case study in one of the top electricity organization. The objectives of this research were: 1) study the factors that can affect to the employee retention in an organization; 2) Explain the influences factors that affect to the employee retention in an organization. The questionnaires were used as a data collection instrumental for 400 sets. The data analysis was used the descriptive statistic such as frequency, percentage, mean, standard deviation (S.D.), and the hypothesis testing in this research was multiple linear regression analysis (MRA) at significant level of .05. In this research, the results presented that 1) the overall level of Employee retention was neutral, when considering of independent variables from high to low, the results revealed that deeply high level of organizational commitment were highest; then followed by the job satisfaction; and the job satisfaction in the work was the least, 2) the results from the hypothesis testing of the Influence Factors that impact affect to employee retention, a case study in one of the top electricity organization. The most influencing factor was organizational commitment, followed by job satisfaction and organizational culture respectively at significant level of 0.05.

Keywords: Organizational Culture, Job satisfaction, Organizational Commitment, Employee Retention, State Enterprise in Thailand.

Introduction

The energies in Thailand refer not only refer to the power but also include the storages, productions, import, and export of using energy in Thailand. After the economic recession in 1977, Thailand has recuperated from the financial crisis and the energies sector has noticeably increased an average at 3.3 % from 2007 to 2017 in the energy consumption (Eppo, 2020). In addition, the government separates the energy sectors into two segments as a state enterprise and private enterprise. From 2015 to January 2020, the reports of Thailand energy claimed that the energy situation in the economic sector declared that there are the top 4 energy sectors which are fossil fuels 46.1 %, electricity energy 18 %, Biomass, and Biofuel 11.2%, and the last natural gas 6.1 % respectively (Thailand Energy, 2020). And the total final energy consumption

in Thailand was 7,783 kilo tons of oil equivalents (Thailand Energy, 2020) which electricity consumption has constant growth. Furthermore, the electric power demand in Thailand is forethought to raise by an

average of 3 % to 3.5 % per year through 2019 to 2021 and the next upcoming year (Krungsri Bank, 2019).

The electrical energy is one of the significant powers for living. Not only the transport, telecommunication, agriculture, residential but manufacturing or daily life also must rely on electrical energy. Nowadays, the Thailand government tries to adjust an energy policy Thailand 4.0 which the policy



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shows the potentially transformative enabled by linked the clean energy technologies through knowledge and innovation with the digital economy (Bangkok Post, 2019) to whole sections including the electrical service businesses for modifying Thailand into the high-income country. Thus, there are many opponents in the electrical service business such as top big three of electrical organizations; the Metropolitan Electricity Authority (MEA), Provincial Electricity Authority (PEA), and Electricity Generating Authority of Thailand (EGATT) which three of these organizations are state enterprise that they have a good reputation.

Therefore, an organization should have a strong organizational culture, higher job satisfaction of employees, and deeply commitment to organization. These three factors can create loyalty to employee for sustain employee retention in the huge organization for overcoming and sustaining to other rivals in highly competitive in the energy sector.

The company is one of the top three in electricity state enterprise in Thailand. The Provincial Electricity Authority (PEB) of Thailand. PEB is the largest electricity provider which has network distribution and gives out electrical current covering 74 provinces that accounted for 99 percent of areas in Thailand (PEA Sustainability Report, 2018). The PEB is one of the most essential sectors opening a new phase of challenges associated with changes in innovation, technology and government policy that affect important impact in the electricity industrial structure (PEA Official, 2019). Besides, PEB also drove the many following projects which include the Smart Grid project, New Rural Household Electrification project or EV Charging Station to enhance the security and reliability of power distribution (Bangkok Post, 2017).

Nowadays, PEA is confined to adjust organization by evolving into an electricity business objecting to being excellent in the Electrical Energy Business, beneath using digital technology “PEB Digital Utility”. (PEA Official, 2019) Furthermore, PEB is a state enterprise that gives the stable in career path and has many good conditions and welfares such as bonus and well-established in career that contribute many people want to work in the organization. The majority of consumers have to count on this utility and there are many people want to work in the organization. The number of employees working in this state enterprise are 29,659 people (PEA Sustainability Report, 2018) and the

employee retention rate in 2559 to 2561 constantly rose from 93.59 to 100 percent (PEA Sustainability Report, 2018).

For the benefits of this research can help other organizations including state enterprise or private company knows how to sustain the employees to work in organization or company longer. It will affect the positive consequence to 3 groups. The first group is organization, the other organizations or companies will get more loyalty from employees and customers and the employee retention rate will increase higher. The second group is employees, employees will satisfy with their job, career and organization and they will have a motivation to create efficiency work. And the last group is customers, customers will satisfy with the organization and the willing to use organization services and give more loyalty to the organization or company.

This research will explore and verify a conceptual model involving organizational culture, job satisfaction, and organizational commitment that impact to preserve constantly employee retention rate in an organization.

Research Objectives

The objective of this study is to study the factors that can affect to the employee retention in an organization and to explain the influences factors that affect to the employee retention in an organization.

Literature Review

Employee Retention

Edmund (2001) and Mike (2001) explained that retention of employees is the capability to preserve and keep away from losing experienced employees and talented employee in an organization or enterprise. In addition, employee retention indicated that it is the way to reduce the deficiency of well-skilled employee in the organization (Meaghan et al, 2002) and the employees retention tend to decrease when employees feel being one part of an organization or company even though confront the pressure and dilemma (Choong, Wong and Lau, 2011).

Organizational Culture

According to Organizational cultures is defined into two groups which are the and norms. These two groups are distributed by groups of employees in a company or an organization socialized with each other



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and the outsider of an enterprise such as customers, stakeholders and outsources (Hill and Jones, 2001). Furthermore, organizational culture not only includes the set of beliefs, pattern of work, values, visions (Hofstede, 2001), symbols, languages, assumption, and norms (Needle, 2004) but also refers to the authority and employees willing to accept the structure of common values, core values, and regulations of an organization and individual different background within a company (Dodds et al., 2007).

Job Satisfaction

Muller (1986) defined as job satisfaction is the level of employees favoring their job which it can influence on personal quality of life (Judge and Hulin, 1993) and (Watanabe, 1993) or it is an attitude that signifies the feeling about their job (Spector, 1997) including the convenience that employees obtained (Judge, 2001) to improve the quality of their works (David, 1998).

In contrast, Locke (1976) and Luthans (1990) interpret that job satisfaction isn't able to see but it can assume to be a reaction of the job situation and Locke (1976) supported this idea is originated by assessing the job and price respectively.

Organizational Commitment

Brunetto (2003) and Wharton (2003) described that organization commitment is the feeling of linkage between organization and employee or refers to the level of connection that employees trust in organizational culture or agree in organization goal and they wish to persist in an organization (Mathis and Jackson, 2007). Whereas Northcraft (1996) and Neale (1996) claimed that organizational commitment not only is a perspective reflective about loyalty of employees toward in organization but also display about employee's concerning in future goal or career path.

Moreover, Porter et al. (1974) mentioned that organizational commitment composes of three things which are a clear desire to keep up to be one part of organization, a pleasure to dedicated to work on behalf for organization, and a strong and profound acceptance in belief and organization's value and goals.

Related Literature Review

The relationship between organizational culture and employee retention

According to the literature review of research linked to organizational culture and employee retention shown that the strong retention of employee is influenced by a powerful organizational culture (Sheridan, 1992). Moreover, Lund (2003) and Sims (2002) explored that an organization which shares a positive rules, visions, belief, regulations, and symbols to employees can increase the higher level of loyalty in career that impact to the employee retention.

It can imply that the strong organizational culture has a positively consequence on employee retention.

Consumers' satisfaction and Repurchase Intention

The positive relationship between satisfaction and repurchase behavior has been demonstrated in numerous ways, both with goods and services (Trail; Lee; Shoenstedt, 2013; Ibrahim and Najjar; 2007). Through raising customer loyalty, businesses gain a better retention ratio, a good word of mouth and an increased profit (Zeithaml, 2000).

The relationship between job satisfaction and employee retention

According to the literature review of research related to job satisfaction and employee retention confirmed that job satisfaction can enlarge the level of employee retention in the enterprise (Frank et el, 2004). Govaert (2010) and Kyndt (2010) explored that the higher job satisfaction can reduce the employee retention rate and stimulate employees and organization to meet their objectives. It can imply that the higher job satisfaction has a positively consequence on employee retention.

The relationship between organizational commitment and employee retention

According to the literature review of research related to organizational commitment and employee retention argued that the higher deeply in relationship toward an organization can remain employees to stay with the organization longer (Owens, 2006). Additionally, employees who have deeply commitment with an organization that mean they gratify with their job and organization or culture of organization. (Chhabra, 2015). It can imply that the higher organizational commitment



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has a positively consequence on employee retention.

Hypotheses

H1o: Organizational culture has no significant influence on employee retention.

H1a: Organizational culture has a significant influence on employee retention.

H2o: Job Satisfaction has no significant influence on employee retention.

H2a: Job Satisfaction has a significant influence on employee retention.

H3o: Organizational commitment has no significant influence on employee retention.

H3a: Organizational commitment has a significant influence on employee retention.

Conceptual Framework

According to the literature review, the conceptual framework was developed from three research models by choosing the related articles that have significantly variables match with this study. The researcher finds the factors that turnover intention being consisted of three variables which are organizational culture, job satisfaction, organizational commitment, and employee retention.

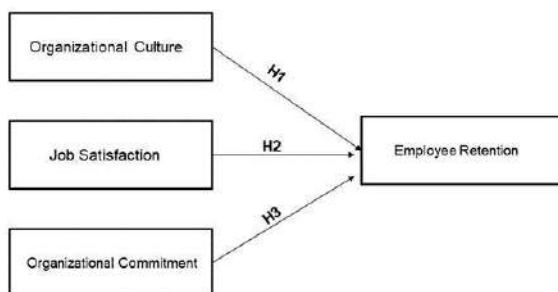


Figure 1 Conceptual Framework of factors that impact on employee retention

Materials and Methods

The objective of the research was to understand the factor that influences on employee retention which are Organizational culture, Job satisfaction, and Organizational commitment on an electrical organization in PEA, Bangkok, Thailand. Besides, in this research using the quantitative research, there are the several types of analysis that were proper with the topic study such as Cronbach's Alpha, One Way Anova Descriptive Research, Sample T Test and Multiple Linear Regression.

The questionnaire consists of 24 items which design in English and Thai linked to four variables of the research model from the aspect of employees. This study using a Likert scale in five-level was applied. The respondents rated items from 1 ("strongly disagree") to 5 ("strongly agree") by giving that the respondent with all English measurement items was adapted for the research's data collection.

Firstly, conducted a Cronbach's Alpha to define whether a survey instruments would be understandable and appropriate by the target population and even though there were any unclear or confusing the measurement items in this questionnaires, it was applied to test the reliability of questionnaire by conducting the pilot test with a small group of people which is 30 samples. Also, the Descriptive method was used to analyze and understand the demographic information of the specific group or population who act in the particular way (Churchill, 1991). Besides, it can be described as a study of various types of study question, design, and the data analysis that used by researchers to understand their employee or customer aspect or perception, intention, and opinion on a particular topic (Wiley and Sons, 2014).

Target Population

In accordance the Cooperate strategy report of 2014 to 2023 of PEB, the number of people who was employed approximately 30,000 people. Therefore, the target population of this research was the people who work at PEB among these 30,000 people. Moreover, the study data were gathered in the month of June 2020 to July 2020.

Sample Size



Bangkok and have shopped online at least once. The sample size of this study was specified by using the determining sample size table of Krejcie and Morgan (1970) as the population size was recognized which is approximately around 30,000 people. Thus, the sample size of this research was about 379 respondents who work in PEB organization, Bangkok, Thailand. To avoid the error from collecting the data, researcher will collect for 400 respondents. The researcher determined the right sample size based on the sample size table of Krejcie and Morgan (1970). The suitable number of samples for 30,000 people is 379 people. The rate of the number of samples keeps decreasing with the increasing number of populations. Therefore, the researcher assumed that 400 samples would be suitable for 30,000 population.

Sampling Procedures

In this research study, the researcher proposes to collect the data by using convenience sampling to distribute the questionnaire online to the target population which consists of 400 respondents from PEB organization in Bangkok. The data were collected from both ways, which are the primary and the secondary data. Firstly, a primary data was determined as the information gathered directly to the target population. Moreover, the primary data were collected from the employees who are work in the PEB organization. Also, the secondary data are related to the previous studies or researches articles by others was applied in this research for the structure of the study, developing the conceptual framework, hypothesis, sample size, analysis of the data, conclusion, and recommendation.

This research focused only people who work in PEB organization, Bangkok, Thailand. The first part asks about the general information of respondents consists of age, gender, job position, and work period.

In second part, the main objective was to define the factor that impacted on employee retention which are organizational culture, job satisfaction, organization commitment and employee retention on an electrical organization in PEB, Bangkok, Thailand. The researcher used five levels Likert Scale was one of the types that use in the survey question by asking the respondents for the level of agreement according to the given questions. The statistical level had set as follow: 1 = Strongly Disagree, 2 = Disagree, 3 = Slightly Agree, 4 = Agree, and 5 = Strongly Agree.

Reliability Test

The researcher decided to perform a pilot test of 30 respondents to determine any discrepancies or component errors in the questionnaire. Cronbach's Alpha Reliability test is used to measure and examine questionnaire reliability.

According to Peter (1979), the Cronbach's Alpha is the popular metric for calculating and evaluating analysis reliability. Cronbach's Alpha has a minimum accepted value of 0.6; this ensures the researcher will consider Cronbach's Alpha as reliable (Sekaran, 1992). The outcome of the assessment of this research indicated the Cronbach's Alpha level as follows:

Table 1: Reliability Test

Variables	Cronbach's alpha	Number of items
Organizational Culture	.75	5
Job satisfaction	.715	5
Organizational Commitment	.800	5
Employee retention	.872	5

The result that acceptable reliability is a value of Cronbach's Alpha $\alpha \geq .60$ thresholds (Cronbach, 1951). For table 4-3, the Cronbach's alpha of each variable shows that all the variables are reliable and valid. Besides, the variable has the highest reliability is Employee retention with the score .872 following by Organizational commitment with .800, Organizational culture with .757, and Job satisfaction with .715, respectively.

Results and Discussion

Descriptive Data

The researcher used descriptive analysis to analyze the demographic information of the respondents who work in PEB organization. Also, the descriptive statistics can be described as the process for converting data into information. Moreover, it could be that descriptive analysis also can explain the character of the respondents.

In this analysis part, the demographic factors that used are gender, age, organization structure, level of education and work period. The total of 400 respondents were presented via the frequency distribution in the tables as follows.

From Table 5-1, the frequency distribution and percentage of respondents were used to describe the gender of samples its shows that most of the respondents were male with a percentage of 55.5%

(222) comparing to another side which is female with 44.5% (178). Among the sample size, 400 peoples show that 115 respondents were aged between 30 to 39 years old with the highest percentage of 28.7% following by 98 respondents who age 50 to 60 years old with 24.5%, 91 respondents who age 40 to 49 years old

Table 2: Summary of Demographic Factor

Demographic Factors	Frequency	Percentage
Gender		
Male	222	55.5%
Female	178	44.5%
Total	400	100%
Age		
20-29	75	18.8%
30-39	115	28.7%
40-49	91	22.8%
50-60	98	24.5%
Above 60 years	21	5.3%
Total	400	100%
Education		
Below bachelor's degree	116	29%
Bachelor's degree	221	55.3%
Postgraduate	63	15.8%
Total	400	100%
Organizational Structure		
Business development	28	7%
Cooperate Strategy	17	4.3%
Planning and power system development	44	11%
Engineering	17	4.3%
Construction and Project management	32	8%
Operation and Maintenance	54	13.5%

Work Period	Frequency	Percentage
1-6 months	15	3.8%
1-2 years	30	7.5%
3-4 years	35	8.8%
5-6 years	18	4.5%
7-8 years	49	12.3%
Above 9 years	253	63.2%
Total	400	100%

22.8%, 75 respondents who age 20 to 29 years old with

18.8% %, and 21 respondent who age above 60 years old with 5.3%.

For education, most respondents are bachelor's degree which is 221 respondents shows 55.3% of the sample



size following by 116 respondents who are below bachelor's degree with 29%, 63 respondents who are postgraduate with 15.8%.

Among the sample size, 400 peoples show that 290 respondents were aged between 21-25 years old with the highest percentage of 72.5% following by 83 respondents who age 26-30 years old with 20.8%, 20 respondents who age 20 and below with 5%, 6 respondents who age 31-35 years old with 1.5%, and 1 respondent who age 36 and above with 0.3%.

For organizational structures, 400 peoples show that 22.5% is the highest percentage 90 that respondents work in the Electricity Authority 1-4 following by 54 respondents who work in Operation and Maintenance with 13.5%, 44 respondents who work in Planning and power system development with 11%, 38 respondents who work in Accounting and Finance with 9.5% , 32 respondents who work in Construction and Project management with 8%, 28 respondents who work in Business Development with

7%, 23 respondents who work in Human resources with 5.8%, 21 respondents who work in General Services with 5.3%, 17 respondents who work in Cooperate Strategy with 4.3%, 17 respondents who work in Engineering with 4.3% and 12 respondent who work in Cooperate Social responsibility with 3%.

Lastly, Among the sample size, 400 peoples show that 253 people work above 9 years in an organization with 63.2% following by 49 people who work for 7 to 8 years with 12.3 % , 35 people who work for 3 to 4 years with 8.8%, 30 people who work for 1 to years with 7.5%, 18 people who work for 5 to 6 years with 4.5%, and 15 people who work for 1 to 6 months with 3.8% respectively.

Hypotheses Testing Results

In this research study, multiple linear regression was used as a statistical analysis approach to define the degree of influence between variables toward employee retention. Also, using the Multiple Linear Regression, Multicollinearity should be approximated as it can represent which variable is needless that should be displace. It can be computed by using the variance inflation factor (VIF). VIF should not be more than or equal to 5, which can show to overlapping variable in the model study (Akinwande et al.,2015). Moreover, the variable can be explained

by using the value of R-square, which will show the proportion of variation in the dependent variable that base on the independent variable.

For H1, Organizational culture has significant impact on employee retention (b = 0.122, sig. < 0.05). For H2, Job satisfaction has significant impact on employee retention (b = 0.355, sig. < 0.05). For H3, Organizational commitment has significant impact on employee retention (b = 0.506, sig. < 0.05).

Table 3: Summary of hypotheses testing

Hypotheses	Significant Value	Standardized Coefficient	Status
H1o: Organizational culture has no important influence on employee retention.	.005	.120	Rejected
H2o: Job Satisfaction has no important influence on employee retention.	.000	.387	Rejected
H3o: Organizational commitment has no important influence on employee retention.	.000	.484	Rejected

For the study, the hypotheses are testing by Multiple Linear Regression. As a result, it shows that three null hypotheses were rejected with statistically significant value consist of H1, H2, and H3. Therefore, for the summary, an organizational Culture, a job satisfaction, and an organizational Commitment had a significant influence impact on the employee retention.



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Conclusions

Discussion and conclusions

Based on the result of the testing hypothesis in chapter 5, it shows that there are three variables that had a significant influence on employee retention which are Organizational culture, Job satisfaction, and Organizational commitment. These results were supported by many previous researches and studies as follows:

Organizational Culture

According to the hypothesis, the result represented that an organizational culture had a significant impact on employee retention. This can be supported by the study of Sheridan (1992) and Lund (2003), and Sims (2002) it revealed that a company or an organization where has a fair and good rules, belief, regulations, vision, mission or others can enhance the level of employee retention. If the company or organization has a deeply strong organization culture, the employee retention will increase higher.

Job Satisfaction

Based on the result of hypothesis testing described that job satisfaction had a significant impact on employee retention. This can be supported by the study of Frank et al (2004), Govaert (2010), and Kyndt (2010) shows that the higher level of job satisfaction can decrease the turnover rate in an organization or a company. It also helps to enhance employee retention and assist employees and organization to reach their objectives or missions.

Organizational Commitment

According to the hypothesis, the result illustrates that the organizational commitment had a significant impact on employee retention. This can be supported by the study of Owens (2006), a strong deeply relationship between employees and the organization can create a strong organizational commitment to increase higher level of employee retention. Furthermore, having deeply organizational commitment shows that employees feel please in their job or organization or organizational culture or workplace circumstance (Chhabra., 2016).

Recommendations

In conclusion, the result of this study shows that the significant variable that affects employee retention was the organizational culture, job satisfaction, and organizational commitment. As a result, PEB organization should focus on these variables to increase more job satisfaction, enhance employee loyalty, increase more positive relationship between employees and organization to sustain employee retention.

Firstly, the organizational commitment was a crucial factor that can influence the employee retention based on the standardized coefficient of .484. Hence, it is a significant point for PEB organization to improve and concentrate on more positive relationship between the organization and employees to make the employees satisfy with organization by the organization should communicate with clear goals and expectation to the employees because most employees want to be a part of an irresistible future, and they want to know what is most important in their career and how can they achieve excellence in their job. For example, when organization receive the awards or compliment from outsiders, organization should admire or acknowledge to all employees or when employees got in the trouble , organization should willing to help instead of displaying attitude like "it's not my duty". In addition, most employees are attracted to the organization which presents an opportunity for them. So, they should construct career growth opportunities by hold regular meetings with your employees to determine how they are finding their role, where they are performing well. All of these can make staff feel to be the one important part of an organization and when they feel a sense of ownership tend to stay with an organization longer.

Thus, if an organizational commitment increases by 1% can raise the employee retention by 48.4%. Secondly, job satisfaction is one of significant factor that can help an organization or a company to reduce turnover rate and increase higher level of employee retention. Based on the result, it has a standardized coefficient of .387, which can imply that if job satisfaction grows by 1% can raise the purchase intention by 38.7%. Therefore, PEB organization should emphasizes on job satisfaction to increase satisfaction of employee to do efficient work and desire to work with entire life in this organization.



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In addition, an organization should recognize good work and give compliment or some rewards such as buying dinner, free lunch to the team or provide equipment that employee requirement when employees do the great job or cheer up them. This way is one of the easiest ways to enhance job satisfaction. Furthermore, offers opportunities for learn new thing by sending employees to training special course or provides experts or technology specialist to enhance employees' knowledge. Or authorize employees free to plan and express their opinion to operate independently along their duties, and always check the feedback of employees by doing the survey to improve mistake.

Lastly, organizational culture is one important factor that effects of employee retention because it reflects the cultures of organization. It has a standardized coefficient of .120, which can imply that if organizational culture increases by 1% can raise the employee retention by 12%. In addition, the organization should provide and apply new innovation and technology to improve the organization to be a digital organizational culture and be a leader of electricity industry. Or should establishes a strong team relationship by building a culture of listening through the top executives allowing employee to have the space and time to think and access their own ideas that it can help employee to feel listened to. Or should determine the standard rules for every employee and top executives based on laws, ethics without conflict of interests by everyone are to be punctual for meetings or free to express the ideas for future. But organization should make sure that creates these ground rules by

consensus and commits to them, both as a group and as individuals. All these ways can help employees to desire to work with organization a whole life and organization will gain a good brand image and brand reputation from outsiders.

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