

**A STUDY OF FACTORS INFLUENCING EMPLOYEE TURNOVER  
OF THAI RESTAURANTS IN MIAMI, FLORIDA**



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(TOURISM AND HOSPITALITY MANAGEMENT)  
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Thesis  
entitled  
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OF THAI RESTAURANTS IN MIAMI, FLORIDA**



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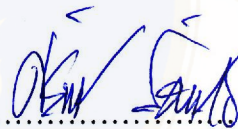
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**A STUDY OF FACTORS INFLUENCING EMPLOYEE TURNOVER OF THAI RESTAURANTS IN MIAMI, FLORIDA**

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**ABSTRACT**

The objectives of this study were to identify internal and external factors influencing employee turnover, to examine the employee's behaviour of turnover intention, and to investigate which factors had the greatest influence on employee turnover intention for Thai restaurants in Miami, Florida.

The sample consisted of 208 respondents who were managers and service staff employees in Thai restaurants in Miami, Florida. Data were collected by using questionnaire surveys. The results indicated that both internal and external factors had influenced on employee turnover. The research revealed that the highest influencing factor affecting employee turnover was pay whereas the least influencing factor was feedback of performance. Overall, demographic characteristics were found to have statistically significant differences on influencing factors of employee turnover except ethnic group. In addition, turnover intention was found to have had a statistically significant difference only by education level. The research findings also concluded that the factors which had the greatest influence on employee turnover intention were relationship with colleagues and feedback of performance.

**KEY WORDS: EMPLOYEE TURNOVER / FACTORS INFLUENCING / TURNOVER INTENTION / RESTAURANT INDUSTRY**

143 pages

การศึกษาปัจจัยที่มีอิทธิพลต่อการหมุนเวียนของพนักงานร้านอาหารไทยในเมืองไมอามี รัฐฟลอริดา  
A STUDY OF FACTORS INFLUENCING EMPLOYEE TURNOVER OF THAI RESTAURANTS IN MIAMI, FLORIDA

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บทคัดย่อ

งานวิจัยนี้มีวัตถุประสงค์เพื่อระบุปัจจัยภายในและภายนอกที่มีอิทธิพลต่อการหมุนเวียนของพนักงาน เพื่อตรวจสอบพฤติกรรมความตั้งใจที่จะลาออกของพนักงานและเพื่อค้นหาปัจจัยที่มีอิทธิพลมากที่สุดต่อความตั้งใจที่จะลาออกของพนักงานร้านอาหารไทยในเมืองไมอามี รัฐฟลอริดา

กลุ่มตัวอย่างประกอบด้วยผู้บริหารและพนักงานบริการของร้านอาหารไทยในเมืองไมอามี รัฐฟลอริดา รวมเป็นจำนวน 208 คน โดยการรวบรวมข้อมูลจากการเก็บแบบสอบถาม ผลการวิจัยนี้ชี้ให้เห็นว่าปัจจัยภายในและภายนอกมีผลต่อการลาออกของพนักงาน การวิจัยนี้แสดงให้เห็นว่าปัจจัยที่มีอิทธิพลและมีผลกระทบสูงสุดในการลาออกของพนักงานคือรายได้ ในขณะที่ปัจจัยที่มีอิทธิพลและมีผลกระทบน้อยที่สุดคือการประเมินประสิทธิภาพการทำงาน โดยภาพรวมพบว่าลักษณะทางประชากรกับปัจจัยที่มีอิทธิพลต่อการลาออกของพนักงานมีความแตกต่างกันอย่างมีนัยสำคัญทางสถิติ ยกเว้นกลุ่มเชื้อชาติ นอกจากนี้ผลการวิจัยยังพบว่าระดับการศึกษา มีความแตกต่างอย่างมีนัยสำคัญทางสถิติต่อความตั้งใจที่จะลาออก ผลการวิจัยยังสรุปว่า ปัจจัยที่มีอิทธิพลมากที่สุดต่อความตั้งใจที่จะลาออกของพนักงานคือความสัมพันธ์กับเพื่อนร่วมงานและการประเมินประสิทธิภาพการทำงาน

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## **CHAPTER I**

### **INTRODUCTION**

#### **1.1 Background and Importance of the Study**

Over the past 20 years, the restaurant industry has been one of the fastest growing industries in the United States (National Restaurant Association, 2010). The U.S. restaurant industry plays a significant role in the nation's economy, accounting for more than four percent of the Gross Domestic Product (GDP) and had been forecast to generate about 580 billion dollars in sales in 2010, an approximate 2.5 percent increase from 2009 (National Restaurant Association, 2010). Even in today's economy, the industry remains a major generator of jobs and careers. Despite several months of industry job losses, for instance, employment in the restaurant industry still outpaced the overall economy. According to the National Restaurant Association (2010), the restaurant industry employs about 12.7 million people, or 9 percent of the total U.S. workforce, making it the nation's second-largest private-sector employer. Furthermore, the industry is expected to add an additional 1.3 million jobs over the next decade, with a predicted employment of approximately 14 million by 2020.

Miami-Dade County (also known as simply Miami-Dade or Dade County) is a county in the southeastern part of the state of Florida (History of Miami-Dade County, 2008). The county has an estimated population of 2,496,435 (U.S. Census Bureau, 2010), with a total land area of 1,946 square miles (5,040 square kilometers). The county has a total of 35 incorporated cities, of which Miami is the largest and, arguably, most important, and, as it was founded in 1896, it is also one of the youngest cities in the United States. Miami has a total population of 433,136 (U.S. Census Bureau, 2010), with a total area of 55.27 square miles (143.1 square kilometers), of which 35.68 square miles (92.4 square kilometers) are land and 19.59 square miles (50.7 square kilometers) are water.

Located on the Atlantic coast in south Florida, Miami has become one of the biggest tourist destinations in the country (Miami-Info, 2010), and is a city

bustling with friendly people, nice cars and beautiful beaches. The town itself attracts visitors not only from the United States, but from all over the world, giving the city a cosmopolitan flair that comprises diverse cultures, including a variety of restaurants specializing in authentic cuisine. Since the 1990s, Thai cuisine has become one of Miami's most popular cuisines and, as interest in Thai cuisine has blossomed, the number of Thai restaurants in Miami has been on the rise. Unlike any other states or cities in the U.S., Miami has developed an extensive number of Thai restaurants in an effort to appease the general public's appetite for Thai cuisine. These restaurants not only seem to satisfy the public's curiosity about authentic Thai cuisine, but at the same time, they encourage them to learn more about the beautiful country of Thailand, including its unique culture.

Despite the restaurant industry, and specifically the number of Thai restaurants, booming in Miami, these restaurants are faced with many challenges. One of the biggest challenges is that the industry has battled a high employee turnover rate (Cho, 2001), and finding and retaining qualified employees remains the top challenge facing restaurant operators today, according to research conducted by the National Restaurant Association (2010). In fact, the industry has experienced some of the nation's highest employee turnover, representing one of its greatest ongoing challenges (Gustafson, 2002). Employee turnover occurs when employees leave their jobs, either voluntarily or involuntarily, and new employees must be hired to replace departing employees, a phenomenon that is usually expressed as an annual percentage of the total workforce (Ongori, 2007). According to Lynn (2002), the restaurant industry is labor intensive and has higher payroll expenses than most industries, so employees are one of the most important assets for the industry as a whole, and without good employees, companies cannot run smoothly. Furthermore, the restaurant industry usually has high turnover rates and employee turnover has been a continuing problem throughout the industry, which sometimes far exceeds that of most other industries (Lynn, 2002).

Employee turnover has long tormented many organizations and industries. It has been found that employee turnover is a major problem for every size of enterprise, in every market and industry and in almost every country (Heyman, 2008). When an employee leaves a company, the employee takes with them knowledge and

experience, which cannot be monetarily measured and cannot be easily recreated (Banks, 2007). Organizations put a lot of investment into their employees in terms of recruitment, training, developing, maintaining and retaining them in the organization (Ongori, 2007). Since employee turnover can have both positive and negative effects on the organization, therefore, management must ensure that positive effects are maximized while the negative effects are minimized (DeMicco & Giridharan, 1987). According to Drummond (1992), “high turnover tends to lower employee morale, decrease quality of service and produce stress for managers/owners.” Moreover, high employee turnover is likely to result in a significant depletion of productive capacity and reduced organizational effectiveness (Balfour & Neff, 1993), which refers to the degree to which an organization achieves its goals. Additionally, turnover can increase cost such as recruitment expenses and replacement expenses, as well as training expenses.

One of the largest operating expenses facing the food service industry is labor cost. Labor cost is usually 30 to 40 percent of total revenue (National Restaurant Association, 2010). A recent research conducted by Morgan & Banks (1990, as cited in Wateetip, 1999) revealed that the total cost of employee turnover is approximately equal to half a year’s salary of each affected employee. It is believed that employee turnover probably represents one of the industry’s highest costs. Average employees usually spend between 40 to 60 hours per week on the job and away from a family (Banks, 2007). Because of this large amount of time, the workplace sometimes become almost like a second home to employees, so that the last thing a good employee wants is to feel that time in the workplace is wasted.

However, the problem and the action to be taken to solve the employee turnover issue have often been ignored. Little attention has been given to the problems of managing employee turnover in the food service operations. Although previous research has explored a number of different aspects relating to employee turnover in the restaurant industry, there are a limited number of studies that exclusively examine the internal and external factors influencing employee turnover and the behavior of employee turnover intention in the restaurant industry. If people are an organization’s most valuable asset, then the loss of people or good employees must be viewed as one of the most critical liabilities an organization can experience.

Given the significance of turnover, it is crucial for an organization to analyze, understand and manage their employee turnover. Consequently, employee turnover must be considered an important issue in the restaurant industry.

Therefore, this study aims to identify the internal and external factors influencing employee turnover, to examine the employee's behavior of turnover intention, and to investigate which factors have the greatest influence on employee turnover intention of Thai restaurants in Miami, Florida. This study also analyzes the relationship between demographic characteristics and the study variables of influencing factors of employee turnover as well as the relationship among demographic characteristics and personal data of the respondents. The findings of this research will help organizations to recognize the causes of employee turnover and improve managerial methods to prevent, predict and control employee turnover problems in organizations. The research findings will also be beneficial to restaurant owners and managers to understand their employees better and to find out what they can do to solve the employee turnover problems in organizations. Furthermore, the research will likely be beneficial to students who are interested in this topic and therefore, be used for further study. Finally, it is hoped that this study will provide guidelines in planning appropriate measures to reduce employee turnover rate and labor costs, and at the same time, increase productivity and employee satisfaction for the restaurant industry.

## 1.2 Research Questions

The research questions for this study are as follow:

- (1) What are the internal factors influencing employee turnover in Thai restaurants in Miami, Florida?
- (2) What are the external factors influencing employee turnover in Thai restaurants in Miami, Florida?
- (3) What is the employee's behavior of turnover intention in Thai restaurants in Miami, Florida?
- (4) Which factors, internal or external, will have the greatest influence on employee turnover intention?

### **1.3 Research Objectives**

What is one of the largest costs in different types of organizations? It's employee turnover, which is becoming a serious problem in today's business environment. Employees change their jobs quite often and do not have loyalty towards their organizations, of which the causes may be many, both originating with the employees themselves and the organization (Wateetip, 1999). It is now very common for a person to change jobs every few years, rather than expect to grow with one company throughout his or her career. In this study, various influencing factors of employee turnover will be examined to gain an understanding of the issues and if possible, to find ways to control turnover in the restaurant industry. Therefore, the objectives of the research are as follows:

- (1) To identify internal factors influencing employee turnover in Thai restaurants in Miami, Florida,
- (2) To identify external factors influencing employee turnover in Thai restaurants in Miami, Florida,
- (3) To examine the employee's behavior with respect to turnover intention in Thai restaurants in Miami, Florida,
- (4) To investigate which factors, internal or external, have the greatest influence on employee turnover intention

### **1.4 Scope of the Research**

The research mainly focused on a study of factors influencing employee turnover in Thai restaurants in Miami, Florida. The research identified internal and external factors influencing employee turnover to determine the major reasons why employee turnover problems occur in an organization, followed by an examination of the employee's behaviors with respect to the turnover intention or the intention to leave the organization. Then, factors that have the greatest influence on employee turnover intentions will also be investigated in this research.

This research was carried out in Miami, Florida because there are many authentic Thai restaurants in the area. The city of Miami was selected as the research

site for gathering different kinds of data, to include various perceptions and behaviors related to the problems of employee turnover in Thai restaurants.

### **1.5 Research Contributions**

- (1) The findings and recommendations of this study could benefit restaurant owners by helping to support the development of suitable policies and plans to reduce the level of employee turnover rate in the organization.
- (2) The results of this research are intended to lead toward a deeper understanding of the factors that affect employee turnover in general and in the restaurant industry as well.
- (3) The results of this research contribute to an understanding of the root causes and the complexities of employee turnover in the restaurant industry.
- (4) This study is an exploratory research designed to provide more insight and research about ethnic groups.
- (5) The researcher experienced new challenges in conducting the research, and as such, this study may lay the foundation for researchers to attain a higher level of education on the subject in the future and hopefully, this work will as a reference for future researchers in this regard.

### **1.6 Delimitations of the Study**

- (1) The study was limited only to full-service Thai restaurants in Miami, Florida. It does not focus on other types of cuisine or other areas in Florida or elsewhere.
- (2) The study was limited only to employees who had previous work experience in a Thai restaurant and are currently working in a Thai restaurant in Miami, Florida.
- (3) The study addressed only specific factors influencing employee turnover, to be used for this research. There may be other factors that also affects employee turnover.

## 1.7 Definition of Terms

**Employee turnover** refers to the degree of movement across the membership boundaries of an organization. These movements are individuals either coming into the organization or leaving the organization (Price, 1977). In this study, the internal and external factors influencing employee turnover will be identified as well as the relationship among the study variables of influencing factors of employee turnover that will be analyzed.

**Turnover intention** refers to the employee's intention to leave the present organization within the near future.

**Factors internal to the employee** refers to factors that are directly associated with the employee. In this study, demographic characteristics and work experience are classified as the internal factors influencing employee turnover in Thai restaurants in Miami, Florida.

**Factors external to the employee** refers to factors that are indirectly associated with the employee. In this study, pay, benefits, the work itself, physical work conditions, job security, opportunity for advancement, working hours, relationship with colleagues, recognition, training, amount of workload, empowerment, feedback of performance, job fit and location of job are classified as the external factors influencing employee turnover in Thai restaurants in Miami, Florida.

**Demographic characteristics** are composed of age, gender, ethnic group, position, education level and marital status.

**Personal data** refers to data concerning each individual respondent. Such data includes income, work experience and future plans.

## **CHAPTER II**

### **LITERATURE REVIEW**

This chapter provides a review of the research literature relevant to the study of factors influencing employee turnover in Thai restaurants in Miami, Florida. The current study is based on various concepts and theories presented in variety of literature on related research. Concepts and definitions of employee turnover, factors influencing employee turnover, costs of employee turnover, consequences of employee turnover and employee's turnover intentions are discussed below.

#### **2.1 Concepts and Definitions of Employee Turnover**

Restaurants cannot stay in business without having quality employees to operate them, both management and service staff employee alike. As such, hiring quality employees has become one of the most important responsibilities of management (Yoo, 1991). Furthermore, once these employees are selected and hired, they must be retained. Indeed, finding employees is one thing, keeping them is quite another. Keeping good workers while at the same time satisfying them is a true dilemma for the restaurant industry today (Lynn, 2002).

Human resources has identified that employees play a crucial role in improving productivity and increase an organization's competitive advantage (Lado, 2000), and the employee is considered to be one of the most valuable assets for an organization. The word employee refers the individual who performs certain tasks and duties to accomplish set organizational goals and objectives (Bodla & Maheed, 2008), and these individuals are the true driving force who are crucial to the organization or company trying to reach their goals and objectives. Furthermore, they are critical to the long term health and success of company business (Patrayutvat, 2009).

To understand the nature of employee turnover, it is necessary to first define the terminology. By referring to previous studies, employee turnover can be

defined in many ways. For instance, Abassi & Hollman (2000) defined it as the rotation of workers around the labor market - between firms, jobs and occupations, and between the states of employment and unemployment. Price (1977) refers to employee turnover as the ratio of the number of organizational members who have left during the period in question divided by the average number of people in that organization during that period. Woods (1992) stated that “often times, managers refer to turnover as the entire process associated with filling a vacancy, each time a position is vacated, no matter if it’s voluntarily or involuntarily, a new employee must be hired and trained.” In simpler terms, employee turnover is an employee behavior caused by a series of incidents that result in the employee leaving the organization either by choice or by the wish of the company.

Generally, employee turnover is not only important to the industry and the organization, it is also important to the individual and society (Yoo, 1991). For an individual, leaving a job may mean the pursuit of a career objective and is thus positive. However, for this same individual, the movement could mean alleviating a stressful situation, as a negative effect, from his or her life. Although alleviating the stress of the individual, this movement may in fact create other complications. For example, once the employee decides to leave the job, he or she may experience a loss in stability such as pay and/or company benefits. This may have a tremendous impact on the individual’s personal and family life. Further, the new job or position may not turn out as anticipated. Once the individual arrives at the new job, they may find that the situation is the same. Hence, what seemed like an alternative to a stressful situation was not really an alternative at all. Other negative consequences for the individual includes a lack of motivation, a lack of teamwork (Cintron, 2006), a disruption in team-based work environment (Sexton *et al.*, 2005), decreased satisfaction and commitment (Roseman, 1981) and increased workload during and immediately after searches for a replacement job (Mobley, 1982).

From a societal standpoint, turnover can be an indication of moving into both new jobs and industries (Yoo, 1991). This transition is necessary for economic growth and development in society. Nevertheless, excessive and unnecessary turnover can have just the opposite effect. In his study, Cho (2001) speculated that “the movement could produce a shortage of workers for the organization and cause

managers to demand more of their existing employees.” For instance, excessive movement could ultimately deprive existing workers of advancement and shift the workload from the employee who left to them, causing them to become dissatisfied with their job, and perhaps ultimately, also leaving.

From an organizational perspective, employees leaving an organization can have both positive and negative effects on the organization. On the negative side, employee turnover can produce a significant cost in terms of advertising, recruitment and replacement, and may cause an overall disruption to the organization. Apart from the different costs associated with turnover and the operational disruption, a vacant position also means more work for the remaining employees, which will lead to potential job dissatisfaction (Mobley, 1982). The remaining employees can naturally feel aggrieved as they are left to pick up the pieces (Hendrie, 2004). As DeMicco & Giridharan (1987) stated, “unplanned turnover is due to quitting or resignation and can have a destructive effect on a firm.” On the other hand, employee turnover can positively benefit the organization. For example, there may be a benefit when a poor performer is replaced with a more skilled employee or when a retired employee is replaced by a younger one (Shamsuzzoha & Shumon, 2009). Other benefits of turnover include an infusion of new knowledge into the organization, the facilitation of organizational changes in policies and practices, and an increase in internal mobility opportunities (Koh & Goh, 1995). The reasons the individual left and how the individual was treated as a result of their dissatisfaction and the final move can send both positive and negative messages to the remaining employees. Companies with low turnover rates will most likely have higher customer satisfaction and higher profits (Yoo, 1991). Therefore, management must carefully pay more attention to their employee’s needs and wants.

Employee turnover is considered one of the most important problems in every organization. It is a serious issue that must be controlled to maintain the profitability and benefits of an organization. If employee turnover cannot be controlled, predicted or managed appropriately, it makes it difficult for organizations to develop, expand or operate their businesses smoothly and efficiently. Therefore, it is imperative to understand what causes turnover in order to help organizations to find ways to prevent such problems.

### **2.1.1 Employee Turnover in the Hospitality Industry**

Employee turnover is one of the key issues encountered in the world of hospitality, and worldwide research has suggested that employee turnover is highest in the hospitality industry. In the United States, the hospitality industry is experiencing a serious challenge in the form of high employee turnover rate in comparison with other industries (Bonn & Forbringer, 1992). However, the causes of turnover in the hospitality industry have not been substantially documented. Moreover, it has been found that the few studies of turnover in other industries may not be applicable to the hospitality industry. For instance, studies of other businesses have pointed to unfavorable work shifts (e.g. night shifts or irregular hours) as a principal cause of turnover (Muchinsky & Tuttle, 1979). In contrast, employees of hospitality companies who were surveyed considered irregular hours to be an attraction (Yoo, 1991).

Just a short time ago, it was barely recognized as a problem when a hotel experienced an annual turnover rate of 60 percent or more, and even triple-digit turnover was widely accepted in hospitality operations (Yoo, 1991). Somehow, the industry always seemed able to identify acceptable reasons for high turnover, such as seasonal adjustment, bad economy or new competition (Handelsman, 2010), and no one in the industry really worried about turnover. Instead, the industry seemed to be intent on leaving to live with high turnover rates, largely because there was always a larger pool of potential employees in the labor market than there were jobs available (DeMicco & Giridharan, 1987).

Today, the situation has changed and the industry is faced with major personnel shortages. Turnover remains high but the supply of potential workers is no longer strong in most markets. As a result, the hospitality industry now finds itself critically short of employees (Bonn & Forbringer, 1992) and labor shortages are changing the face of the hospitality business. According to Mealey (2010), a hospitality operator, on average, replaces its entire workforce once every four months, whereas for most industries, the average employee stays on the job 4.2 years (Bureau of Labor Statistics, 2009). During 1991, it was reported that the industry was short some 200,000 hourly employees, and in 1995, the industry needed over 800,000 additional workers (National Restaurant Association, 2010). More currently, the shortage this year in the number of employee has not been determined.

As a result of labor shortages, turnover is no longer an issue that can be ignored in the hospitality industry. Employee turnover is an invisible enemy for all types of businesses. Today, one can hardly pick up a newspaper without being confronted with employee turnover issues.

### **2.1.2 Employee Turnover in the Restaurant Industry**

The restaurant industry is known to have the highest turnover rate out of all other industries (Rexrode, 2007). Recent turnover rates per segment in the U.S. restaurant industry, for example, were 129 percent for fast-food restaurants, 119 percent for fast casual/family dining, 101 percent for casual dining and 83 percent for high-volume/fine dining (Woods, 2006). Most restaurants are always hiring because people quit just as fast as they are hired (Drummond, 1992). As a regular customer of a particular restaurant, there is a high possibility of seeing new faces on a regular basis because staffing changes all the time. In addition, hiring and training can be costly and time consuming (Rexrode, 2007). For instance, once individuals finish the cycle from becoming new hires to completing their development into well-trained employees, they quit and the whole hiring and training process starts all over again. But according to the National Restaurant Association (2010), even though it is experiencing these challenges, the industry will remain as a cornerstone for the economy, and its sales are projected to continue to increase, despite the economic downturn. Today's consumers regard food prepared away from home as a necessity. People will still continue to spend their money on food because eating is a key part of people's lifestyle. Convenience, a need for socialization and gains in real disposable income has led consumers to spend more of their food dollars in restaurants. Nearly 50 percent of consumer's food budget is spent eating out at restaurants (National Restaurant Association, 2008).

There are various reasons for employees quitting their jobs in the restaurant industry. Shamsuzzoha & Shumon (2009) stated, "Sometimes a new job attracts employee and pull them to leave the old one. In contrary, employee also pushed to leave job due to the dissatisfaction in their present workplace to seek alternative employment." It should be clear that the withdrawal from an organization can have a serious impact on both productivity and organizational effectiveness. One

of the fundamental concepts, therefore, in the study of turnover in the restaurant industry is that of job satisfaction (Cho, 2001). Job satisfaction can be defined as the employee's reactions toward their work experiences (Berry, 1997), emotional state or reactions toward the job (Glisson & Durick, 1989), and how positive people feel about their jobs or aspects of their jobs and work situations (Spector, 1985). In addition, it is the extent to which an employee feels about his or her job and how people like (satisfaction) or dislike (dissatisfaction) their job (Price, 1977), and the greater the individual's satisfaction with the job, the less his or her perceived desirability of movement (Tsai & Wu, 2008). Consequently, the stronger the feeling of dissatisfaction in one's job, the more likely one is to begin searching for an alternative job (Shamsuzzoha & Shumon, 2009). For example, employees who are satisfied with their jobs usually have refrain from engaging in turnover. The employee's perceived satisfaction on the job is reflected by the needs of sense of fulfillment and expectation for the job to be interesting, challenging and personally satisfying (Smither, 1994). In other words, it mainly reflects the employee's attitude towards their job (Spector, 1985), indicating what makes a job enjoyable and satisfying. Thus, job satisfaction is often considered to be a good indicator of employee behavior that may result in behavior of absenteeism and turnover (Hancer & George, 2003).

However, not every employee who leaves is dissatisfied; after all, some will retire, relocate to another town, quit because of family circumstances or a desire to change professions, or even to start a business on their own (Handelsman, 2010). The reduction of job dissatisfaction and of the quitting that results from it will create a more stable and efficient work group that will be more productive for the managers and more rewarding for the employees (Hancer & George, 2003). If restaurant operators do not understand or take into consideration the importance of the causes, the effects and the control needed in reducing employee turnover, they will continue to experience major losses of revenue (Cho, 2001), due to the increase in all costs of turnover, lost production and poor morale on the part of their employees (Yoo, 1991).

### **2.1.3 Types of Employee Turnover**

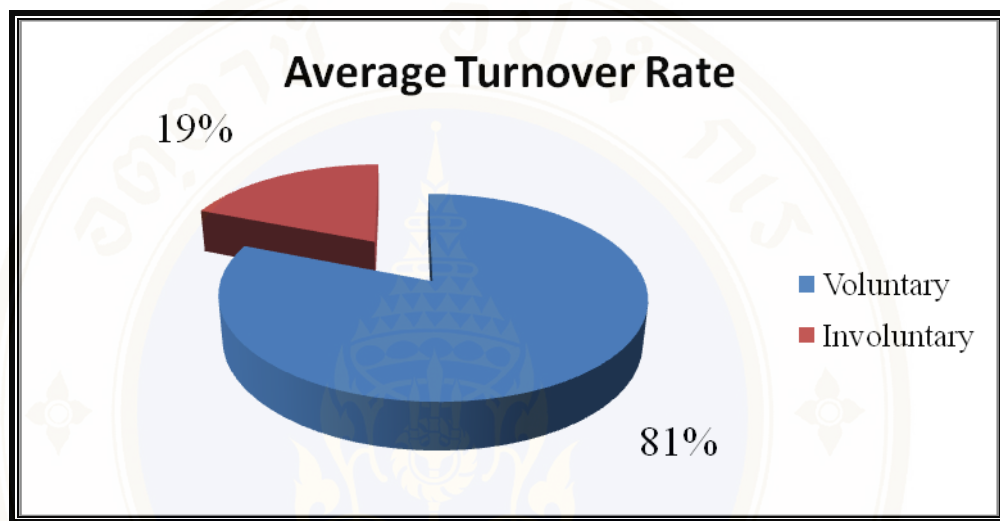
There are four categories of employee turnover: voluntary turnover, involuntary turnover, controllable turnover and uncontrollable turnover. Voluntary

and involuntary turnover are the most common types of employee turnover (Yoo, 1991). Voluntary turnover is individual movement across the membership boundary of a social system, which is initiated by the individual. This type of turnover usually occurs when an employee takes the initiative to leave the organization (Cho, 2001). The term “quits” or “resignations” is probably the most frequent label for voluntary turnover. Other voluntary reasons include better career opportunities, increased compensation and boredom with current tasks. On the other hand, involuntary turnover is movement not initiated by the individual. It may occur for reasons that are independent of the affected employees. According to Cho (2001), this type of turnover often occurs when the organization takes the initiative to terminate or discharge an employee through firing, layoff, downsizing, and retirement or when employees are asked to leave for reasons including poor performance and inappropriate behavior. According to Campion (1991), involuntary turnover has less impact to the organization compared to voluntary turnover because involuntary turnover is often caused by changes in organizational policy and other organizational constraints.

Voluntary turnover is more often studied than involuntary turnover. Price (1977) proposed three reasons for the concentration of voluntary turnover as follows: First, most turnover is voluntary, the major exception being the high rate of involuntary turnover when unemployment is high. Second, the formation of theory is easier when the phenomenon to be explained is homogeneous. It would be very difficult to explain both resignations and dismissals with the same theory because the two phenomena probably have quite different determinants. Third, voluntary turnover is more subject to control by managers. Retirements and deaths are less easily controlled than employee’s quitting.

The last two types of employee turnover are controllable turnover and uncontrollable turnover. Merwe & Miller (1971, as cited in Cho, 2001), defined controllable turnover as the avoidable loss of personnel – avoidable because management action could have been taken to reduce, minimize or prevent such loss – the loss being the result of an interaction between the characteristics of the employee and the employing organization, whereas uncontrollable turnover is just the opposite. Uncontrollable turnover is defined as an unavoidable loss of personnel, which

basically means that there is nothing management could have done to prevent such loss. Controllable turnover reflect such things as job dissatisfaction, pay, advancement opportunities, and so forth. Conversely, uncontrollable turnover are felt to be such things as health, family concerns and illness (Bodla & Hameed, 2008).



*Source: PKF Consulting, 2007*

**Figure 2.1: Average turnover rate in the hospitality industry**

Figure 2.1 shows the average rate between voluntary and involuntary turnover rate in the hospitality industry in 2007. Although the industry turnover rate is high, only 19 percent of separations in 2007 were described as involuntary. This eliminates a common belief that hospitality management has been dismissing a large number of employees. But in reality, it appears that employees are leaving by their own choice.

## 2.2 Factors Influencing Employee Turnover

Employees are becoming more demanding now than ever. Today's workforce seeks development, employment benefits and compensation, advancement opportunities and job satisfaction. A competitive job market is coupled with the changing employee needs and wants; as a result, employee turnover is on the rise.

As mentioned earlier, employee turnover is simply the ratio comparison of the number of employees a company must replace in a given time period to the average number of total employees (Portigo & Walsh, 1995, as cited in Cho, 2001). Many factors play a role in the employee turnover rate of any company and these factors can often be derived from both the employer and the employee. Wages, company benefits, educational level and work conditions are some of the factors that play a significant role in employee turnover (Cho, 2001). There are several reasons for employees leaving their respective companies and joining other companies. Two important general classifications of these factors are emphasized in this study: internal factors and external factors.

Employee turnover is one of the most researched behaviors in the field of organizational behavior (Price, 1977). Internal factors of employee turnover are factors that are directly associated with the employee themselves. Specifically, this section focuses on turnover as it relates to internal factors relating to employee's personal variables, which are demographic characteristics and work experience. These variables largely represent factors that influence an employee's attachment to the organization (Balfour & Neff, 1993).

The first internal factor is the demographic characteristics of the employee. Demographic characteristics are statistical socio-economic characteristics or variables of a sample such as age, gender, ethnic group, education level and marital status. A large number of research studies have identified the importance of individual or demographic characteristics as predictors of job turnover (Arnold & Feldman, 1982; Cotton & Tuttle, 1986; Mowday *et al.*, 1982). Among these characteristics, the most commonly examined are age, education, tenure or length of service and marital status. Several studies have reported negative relationships between turnover and three demographic factors: age, ethnic group and marital status (Arnold & Feldman, 1982; Cotton & Tuttle, 1986; Mobley, 1977).

Age is the most consistent individual characteristic variable with its negative and significant relationship to turnover (Porter & Steers, 1973; Price, 1977). Mobley (1977) suggested that older workers are typically more satisfied than younger workers. In other words, the older a person, the less likely they are to leave an organization. Cotton & Tuttle (1986) reported in their study that there are negative

relationships between age and employee turnover. However, Siripak (2006) argued that the younger the staff members, the more satisfied they were and therefore the less likely they are to leave the job.

There are discrepancies in the relationship between gender and turnover, as the findings of such studies are mixed. While Cotton & Tuttle (1986) and (Weisberg & Kirschenbaum (1993) found females more likely to leave jobs than males, Berg (1991, as cited in Cho, 2001) reported no relationship between gender and turnover. Females are, however, more likely to consider family concerns, and family issues have been reported to reduce a woman's investment in a firm (Cotton & Tuttle, 1986). Conversely, Summers & Hendrix (1991) and Khatri *et al.* (2001) argued that males are more likely to quit than females. They found that males may leave their current jobs in favor of more attractive jobs if their expectations are not met.

Education level is defined as the employee's background of education and is divided into four categories: high school, bachelor's degree, master's degree and doctorate's degree. Previous studies have shown that education is positively related to turnover, which means better-educated employees usually have higher rates of turnover than less-educated employees (Price, 1977; Cotton & Tuttle, 1986; Arnold & Feldman, 1982). For example, employees who have a master's degree have a higher turnover rate than employees who have a bachelor's degree. At the same time, employees who have a bachelor's degree have a higher turnover rate than employees who have a high school diploma. According to Balfour & Neff (1993), employee education (whether one holds a master's degree or a bachelor's degree) is positively related to the probability of turnover. Glisson & Durick (1989) also stated that the higher expectations and increased perceptions of alternatives associated with greater educational attainment tend to decrease organizational commitment and increase the propensity for turnover. In addition, Berg (1991, as cited in Cho, 2001) found that the intent of employee to leave or stay is determined by job satisfaction, perception of equity and level of education. Berg (1991, as cited in Cho, 2001) also stated that, "the less-educated employees are, the greater their intent to stay; the better-educated they are, the less their intent to stay. Thus less-educated employees may stay in their current positions because they have difficulty locating positions." Siripak (2006) and Khatri *et al.* (2001) reported a positive relationship between education level and

turnover. However, Weisberg & Kirschenbaum (1991) suggested that level of education was found to have no contributions to employee turnover.

Furthermore, a number of research studies have suggested that married employees are less likely to quit an organization than unmarried employees are (Mobley, 1977; Arnold & Feldman, 1982). In addition, married people more often make job decisions based on relatively complicated concerns of kinship responsibility (Price, 1977). Such concerns may cause employees to want keep their jobs longer than unmarried people. Furthermore, the study of Cotton & Tuttle (1986) suggested that employee turnover is negatively related to marital status. Therefore, married workers are likely to retain their jobs or employment longer than unmarried workers.

Another internal factor of employee turnover is work experience. Work experience is defined as the previous work experience of employees before getting their current job in the hospitality or other industries. Employees with previous work experience tend to have a lower turnover rate than those employees who had no previous work experience (Tang, 1993), and according to Balfour & Neff (1993), “previous experience is negatively related to the probability of turnover.” Employees with little or no previous experience have unrealistic expectations about their jobs, or a limited understanding of the challenges inherent in the job. They appear to perceive little hope for improvement in their job situation; therefore, they are short of leaving the organization (Balfour & Neff, 1993). In addition, Balfour & Neff (1993) stated in their study that employees with previous experience should be more accustomed to the problems and challenges associated with their work and less likely to seek relief by leaving the organization. Furthermore, employees who had quit numerous jobs in the past were much less likely to survive on the job than employees who had quit relatively few jobs in the past (Tang, 1993).

In addition to the internal factors that make employees want to leave an organization, there are also outside factors that can influence turnover. External factors of employee turnover are factors that are indirectly associated with the employee and such factors include employee pay and benefits, and work environment. Yoo (1991) stated that “pay and benefit appear to be a large point of contention, as do pleasant working condition, opportunity for growth and advancement, job security and overall job satisfaction.”

The first external factor is employee pay and benefit. Pay and benefits are one of the most common causes of high employee turnover rate. Employees are usually in search of jobs that pay well (Rampur, 2009). If the companies for which an employee is currently working in do not offer good salaries, or have unequal wage structures (Handelsman, 2010), the result will be that employees will most likely hunt for other jobs that pay them better. For instance, most employees feel the only way to respond to personal financial pressure is to get another job that pays more. In most cases, however, these employees don't consider the long-term consequences of getting another job (Yoo, 1991), allowing short-term financial problems to compromise their careers. According to Handelsman (2010), when two or more employees perform similar work or have similar responsibilities, differences in pay rates can drive lower paid employees to quit. Therefore, employers should offer salaries that are competitive and fair if they are to retain and attract well-qualified and talented personnel and persuade them to stay with the company. Also, one of the easiest ways to improve staff motivation and encourage hard work within an organization is to offer rewards and bonuses (Smith, 2010). Moreover, surprise bonuses may also have a positive impact for both the employees and the organization because, as employees consistently seek companies who offer more pay and benefits, employers must find the best possible ways to satisfy these employees (Rampur, 2009). However, Griffeth *et al.* (2000) noted that pay and pay-related variables have only a modest effect on turnover.

The second external factor is work environment, which is also one of the main causes for employee turnover. Today's workplace is different, diverse and constantly changing (Smith, 2010). The typical employer/employee relationship of the old days has long gone and has been turned upside down. Employees nowadays prefer to work in an environment that is most suitable to them and meets their needs (Rampur, 2009). Therefore, management is facing a new challenge in trying to create a work environment that attracts, retains and motivates its workforce. Employees are currently living in a growing economy and have almost unlimited job opportunities and are more likely to stay in an organization when there is a predictable work environment. Because of a wide variety of opportunities in the job market, the business needs its employees more than the employees need the business (Smith,

2010). For example, if working conditions are inadequate or the workplace lacks important facilities such as proper lighting, furniture, clean restrooms and other health and safety provisions, employees will eventually quit because they are not willing to live with these inconveniences for long. Previous research has shown that employees tend to change job in a few months if they find that the work environment does not meet their criteria. Conversely, employees may work in a particular organization for several years if they find an appropriate working environment in the organization.

Reasons for turnover can be due to both internal and external factors that may vary between different groups of employees or the individual employees themselves. There are a number of factors that contribute to employee turnover, and this study will explore some of these factors in more detail below:

**The work itself** is the actual type of work employees are engaged in or the work they are performing. If an employee does not like the work that they do, there is a high possibility for them to search for other alternatives elsewhere (Mobley, 1977), specifically searching for alternatives that suit them more.

**Pay** is the sum of all the wages, salaries or other forms of earnings received by working in an organization. Employees receive income from a company in return for the work they perform. When the pay rates are set too low, employees will feel that it is not worth their hard work, which may lead to employee job dissatisfaction (Handelsman, 2010) and the organization is likely to experience turnover problems. That is, if a firm's compensation system is viewed as inadequate, employees may choose to leave the organization.

**Benefits** are various non-wage compensations provided to employees in addition to their normal wages or salaries. It includes such things as health insurance, retirement benefits, tuition, sick leave and paid vacation (Smith, 2010). Employee benefits can increase worker commitment to the organization and reduce the tendency for them to think of taking advantage of other job opportunities (Rampur, 2009).

**Physical work condition** refers to the substandard of company policies, relationships with colleagues, equipment, tools and facilities. If working conditions or environments are substandard or the workplace lacks important facilities such as proper lighting, furniture, restrooms and other health and safety provisions, employees will not be willing to accept the situation for long and may soon decide to quit

(Shamsuzzoha & Shumon, 2009). Employees are more likely to stay when there is a predictable work environment (Zuber, 2001, as cited in Gustafson, 2002).

**Job security** is the assurance an employee has concerning the continuity of gainful employment for his or her work life – a freedom from the fear of job loss. Employees seek a sense of stability in personal development, career progression and overall career development during the course of employment at a particular organization (eHow, 2010). Job security ensures that employees are motivated enough to be committed to organizational objectives and goals.

**Opportunity for advancement** is the possibility that employee have the potential for moving up in a company. If the job is basically a dead-end proposition, this should be explained to the employee before hiring to avoid misleading the individual (Shamsuzzoha & Shumon, 2009). The job should be described precisely, without raising false hopes for growth and advancement in the position. In most cases, a lack of opportunities for advancement at the current place of employment will lead employees to find job alternatives elsewhere (Cywinski, 2009). The real possibility of career advancement encourages employees to stay with the organization (Gustafson, 2002).

**Working hours** are the work hours an employee keeps in doing jobs required by an employer. Flexible schedules allow an employee to work hours they prefer, within limits, and the time they start and finish work. It gives employees a greater sense of responsibility and ownership of their time. Managers should be flexible in scheduling because employees appreciate predictable schedules.

**Relationship with colleagues** refers to the relationship that an employee has with their co-workers in an organization. An enjoyable, rewarding job could turn into a depressing routine when unfriendliness happens among co-workers (eHow, 2010). In order for anyone to enjoy their work and their time at work, having wonderful colleagues and a good relationship with them is essential.

**Recognition** is the employee's feelings of not being appreciated. Employees generally want to do a good job, it follows that they also want to be appreciated and recognized for their good work (Shamsuzzoha & Shumon, 2009). Most people want to be recognized when they have done something well. Recognition is one way to reward your employees, at no cost, for the job well done.

**Training** is the lack of proper training the employee receives when they are hired to perform a job. Employees need guidance and direction in completing a task (Yoo, 1991). New employees usually need extra help and supervision in learning an unfamiliar job (Shamsuzzoha & Shumon, 2009). Similarly, an inadequate training program can cause workers to fall behind in their level of performance and feel that their abilities are lacking.

**Amount of workload** is the amount of work that the remaining employees are required to take up for the work no longer being done by the employees who have left (Yoo, 1991). Overworking remaining workers may create stress, and at the same time, may create a feeling of job dissatisfaction, which is a major cause of turnover (Cintron, 2006).

**Empowerment** is the act of giving employees power, authority and a sense of confidence in completing their job at work. Empowerment provides employees the ability to make decisions that are exceptions to the rules, like offering something to the customer if they had a bad experience with the organization. An organization can achieve fuller efficiency by granting to employees the freedom and empowering them to make their own decisions about how they do their work, thereby permitting them to make use of their specialized knowledge (Cho, 2001).

**Feedback of performance (performance appraisal)** is a method used by organization by which the employee's job performance is evaluated by the corresponding manager or supervisor. It is an analysis of an employee's recent successes and failures, personal strengths and weaknesses and recorded information about the employee's job performance in an organization. Negative feedback during informal performance feedback or during formal performance appraisals given to employees may result in an immediate turnover (Allen & Griffeth, 1999). Negative job performance appraisals usually signal to employees their poor performer and that they are unlikely to receive valued outcomes (e.g. pay raises) from the organization or that they may be fired.

**Job fit** refers to the match between the employee's skills and the job. Matching employees to the right job or position is essential for the maximum productivity of the organization. Employees who are placed in jobs that are too

difficult or whose skills are under the minimum requirement may become discouraged and quit the job (Shamsuzzoha & Shumon, 2009).

**Location of job** is where the work place is located. Employees prefer physical work locations that are not dangerous or uncomfortable (eHow, 2010). Additionally, most employees prefer working relatively close to home.

A wide range of factors has been found useful in interpreting employee turnover; therefore, there is a need to develop a fuller understanding of the employee turnover process as a whole. According to Rampur (2009), organizations should regularly analyze and adapt work procedures and policies in a way that will enable employees to use their full potential and even gain significant work experience. Once employees are able to use their full potential, it follows that they also want to be appreciated and recognized for their good work. In addition, based on Rampur (2009), the lack of opportunities for advancement and promotions are also a major reason why many employees leave the company, often looking to other companies that may offer them higher posts and increased compensation packages. A company's promotion policies must be evaluated on a regular basis that would enable promotions for candidates on the basis of employee's performance (Smith, 2010). For the above mentioned reason, it is crucial for organizations to look into providing safe, more comfortable, healthy opportunities for advancement in an efficient work environment for its employees.

### **2.3 Other Causes of Employee Turnover**

There are many aspects that play a significant role in the employee turnover rate of a particular organization. Such aspects can stem from both the company and the employees. According to Rampur (2009), turnover can refer to an employee resigning, retiring or by being dismissed from the organization. Resignation or quitting can be either by choice or by the wish of the company (Ongori, 2007), just as dismissal can be due to misconduct (Hendrie, 2004). Turnover usually arises from the unhappiness individual employees feel about the job place (Shamsuzzoha & Shumon, 2009). For example, if a worker does not like what they do or are no longer

interested in their jobs, they will either stay away or leave an organization. Nevertheless, being unhappy in a job is not the only reason why people leave one organization for another. If the employee's skills are in demand in the market, they may be lured by higher pay, better benefits or better opportunities for advancement elsewhere.

A great number of factors have been stated as the causes of employee turnover problems. Gustafson (2002) determine the reasons why employees leave or quit their job. The eight reasons most frequently cited were: quality of supervision, ineffective communication, working conditions, quality of co-workers, inappropriate "fit" with company culture, low pay and few benefits, lack of clear definitions of responsibilities and no directions for what to do (Gustafson, 2002).

Douglas (1920) reported six causes of employee turnover which are (1) poor methods of employment and discharge, (2) poor methods of promotion within company, (3) the seasonal nature of the industry, (4) young labor is restless and rarely stays in one position or company for long, (5) the boredom of modern labor and (6) low wages.

Woods (1992) concluded the five most cited internal and external causes of turnover. The five most cited internal causes of turnover includes rate of pay, communication problems, lack of advancement opportunities, lack of recognition for a job well done and conflict with management, while the five most cited external causes of turnover are better pay elsewhere, increase of pay in other industries, low unemployment, a strong local or regional economy and low quality of employees overall (Wood, 1992; Rampur, 2009).

Liou (1998) investigated three categories of employee turnover determinants. The first category is an external correlation that includes the unemployment rate and union presence. The second is employee attitudes related to work, which include pay, job satisfaction, job involvement and organizational commitment. Lastly, there are the employee's personal characteristics: age, gender, education and marital status.

Woods (2006) found three main causes of turnover: (1) low compensation, (2) inadequate hiring practice and (3) poor management that weakens morale. He also reported that both managers and employees cite the quality of

supervision as the number one cause of turnover. More employees leave because they are unhappy with the quality of supervision than for any other reason. Ineffective communication among supervisors and employees is the second most often cited cause of turnover.

All the causes mentioned above contribute largely to the damage and disruption of productivity of any organizations. Care, therefore, must be taken to reduce or minimize turnover rate to the minimum (Shamsuzzoha & Shumon, 2009). Additionally, it is important for organizations to know and recognize whether employees leave because they are unhappy or due to other reasons.

## **2.4 Costs of Employee Turnover**

Employee turnover comes at a significant cost to organizations and the problem remains one of the most challenging and frustrating encountered by organizations (Mobley, 1982). The effects and the impacts associated with employee turnover can be extremely costly and yield surprisingly high estimates (Price, 1977). In the current competitive market, organizations strive to control and reduce costs to enhance profit. Numerous researchers have concluded that a reduction in the rate of turnover translates into organization profitability (O'Connell & Kung, 2007).

Companies spend millions of dollars per year on turnover-related costs (Banks, 2007). There are a number of costs incurred as a result of employee turnover and may also bring destruction to the organization in the form of tangible (direct) and intangible (indirect) costs (Ali, 2009). According to Woods (1992), tangible costs are those incurred directly to replace employees. On the other hand, intangible costs are those that do not relate directly to out-of-pocket expenses of the organization (Woods, 1992). Employee turnover may have mostly negative impacts on the overall performance of the business (Cintron, 2006), but it can also produce positive one if managed by the organization in an appropriate manner. Therefore, it is crucial for an organization to understand that employee turnover in the workforce can have a serious impact on organization profitability and even the survival of a business (DeMicco & Giridhara, 1987). So factors influencing turnover must be identified to overcome

problems (Ali, 2009) because they are considered harmful for the smooth operation of the organization.

Turnover costs in many organizations are very high and can significantly affect the financial performance of an organization (Mushrush, 2002). The most common direct effect that employee turnover has on an organization is that of financial cost. According to Wood (1992), the direct cost associated with high employee turnover in the hospitality industry averages from \$3,000 to \$10,000 per employee to over \$50,000 for managers. When an employee leaves an organization and needs to be replaced, the company incurs a number of direct financial costs that are explained as follows:

**Separation costs** are incurred directly with the loss of a current employee. These costs may include administration costs associated with processing resignations, dismissals and exit interviews, as well as the costs of maintaining files, removing the employee's name from payroll, terminating benefits and paying unemployment taxes (Woods, 1992).

**Replacement costs** are those associated with recruiting new employees. Flamholtz states in Cho (2001), "the replacement cost of turnover is the monetary sacrifice that would have to incur today if the organization were to replace an individual with another capable of rendering an equivalent set of services." This also includes selection costs that are incurred to determine who should be offered employment. Replacement costs are such things as advertising, pre-employment screening, staff time involved in selection interviews, travel expenses for applicants, moving expenses for some applicants and medical exams (Cho, 2001).

**Vacancy costs** are incurred because the position is vacant. These costs includes overtime for co-workers and wages for temporary workers.

**Training costs** refer to the sacrifice that must be incurred to train a person and bring him to the level of performance normally expected from an individual in a given position (Cho, 2001). Training costs are those associated with orientation, preparing and printing information for new employees and reduction of productivity levels. The costs also include training materials, instructions and facility charges (Woods, 1992).

The other category includes costs that are less direct and difficult to measure but are potentially even more damaging to the organization. Reduced levels of customer service and satisfaction (Cintron, 2006), reduced product quality and productivity (DeMicco & Giridhara, 1987), increased employee stress and decreased satisfaction (Ongori, 2007), reduced employee's morale (Drummond, 1992), pressure on the existing employees (Koh & Goh, 1995), loss of valuable knowledge and expertise (DeMicco & Giridhara, 1987), lost productivity due to time required for a new worker to get up to speed on the job, and most importantly, supervisor and co-worker's time spent away from their work assisting new employees (Balfour & Neff, 1993) are some of the indirect costs incurred by an organization due to high turnover. Employee turnover also drains organizations of their most precious asset, which is human capital (Mardanov *et al.*, 2008). Moreover, employee turnover reduces management effectiveness and has a disruptive effect on organizational performance (Mardanov *et al.*, 2008) as well as being costly not only to the employer but to the economy as a whole (Douglas, 1920).

## **2.5 Consequences of Employee Turnover**

Employee turnover is a concern for any organization due to the major impact it has on the bottom line. However, turnover does not always result in negative consequences for the organization; there are positive aspects of turnover for the organization, the staying employee and the exiting employee (Mowday *et al.*, 1982; Sexton *et al.*, 2005).

There are many ways employee turnover can positively benefit organizations. Displacement of a poor performer is one of the most important benefits of turnover. This happens when a poor performing employee is replaced by a more productive employee (Roseman, 1981). Turnover is an ideal way to deal with the problem employee, as it can help organizations get rid of troublemakers, people who waste time and resist change (Ongori, 2007). Also, turnover can have significant financial benefits when high-priced talent is traded for lower-priced talent with equal capabilities (Roseman, 1981). Another positive outcome of turnover is that it

encourages management to reexamine the organizational structure and the content of jobs (Koh & Goh, 1995). Sometimes, the motivation for change comes from the loss of valued employees. Furthermore, new employees have the potential of introducing a high level of innovative ideas that may provide the organization with the skills needed for further growth (Yoo, 1991). In addition, employee turnover can create internal promotion opportunities or room for advancement for those employees who remain (Cintron, 2006). Last but not least, turnover may lead to a new career opportunity for the exiting employee.

Conversely, each of the reasons for positive consequences mentioned above could be turned into negative consequences. The most serious negative consequences of turnover are the loss of valued employees (Roseman, 1981), and sometimes, the losses are so great that when key employees depart the organization suffers permanent harm. When turnover occurs, disruption is common: projects lose continuity, key activities are interrupted and mistakes flourish (Sexton *et al.*, 2005). Employee turnover can leave behind more discouraged, less satisfied co-workers. Mowday *et al.* (1982) noted that the termination of a co-worker can require more work for those who remain to make up the workload that was left by the former employee. In other words, employees who remain try to fill in until new employee are hired and trained and in doing so become overloaded. Another problem of turnover is the loss of productivity experienced immediately after the loss of an employee (Sexton *et al.*, 2005). A good example is that when an employee leave, the delivery of service declines and overall firm productivity decreases significantly due to the lack of manpower needed to accomplish the increased workload. Additionally, turnover can contribute to an organization's inability to build an effective team of employees (Woods, 2006).

It is critical for a business's long-term strength to reduce turnover. The most obvious effect of high turnover is the potential it creates for poor service quality, lower employee morale and reduced organizational effectiveness (Yoo, 1991). The perceptions that employees have of poor management encourage them to leave and cause managers to question whether they are doing a professional job. Companies experiencing high turnover also generally produce lower sales. Woods (2006) identified 10 effects of high turnover: monetary costs, potential for poor service

quality, inconsistency of service, low perceptions of managerial effectiveness, revolving door syndrome, lower sales and profits, inability to expand, loss in quality of staff, wages kept down and wasted management time.

Many studies emphasize that it is possible to control and reduce high levels of turnover through a concentrated program of good management (Banks, 2007). It has been pointed out, however, that it is not necessarily the best approach to try to eliminate all turnovers, and therefore, the turnover issue should not be approached from the point of view of trying to reduce it to zero. Rather, the emphasis should be on selectively controlling and managing turnover to ensure that the right people are staying and the marginal ones are leaving (Cho, 2001).

## 2.6 Turnover Intention

There has been much research carried out on the topic of employee turnover over the years. As mentioned in the literature above, turnover is referred to as an individual's estimated probability that they will stay in an employing organization (Cotton & Tuttle, 1986), while turnover intentions can be defined as conscious willfulness to seek for other alternatives in other organizations (Tett & Meyer, 1993). Turnover intention is broadly defined as attitudinal (thinking of quitting), decisional (intending to leave), and behavioral (searching for a new job) processes preceding voluntary turnover (Khatri *et al.*, 2001). Mobley (1977) refers to turnover intention as the intention to leave a job on a voluntary basis. It can also be defined as the thoughts of the employee regarding voluntarily leaving the organization (Koh & Goh, 1995). In simpler terms, turnover intention is the employee's intent to leave, which eventually leads to the actual turnover. A significant number of researchers has found turnover intention to be the strongest predictor of actual turnover (Mowday *et al.*, 1982; Griffeth *et al.*, 2004). Before the actual turnover, employees have usually decided in advance the decision to leave the organization. In this section, the employee's behavior and decision-making process regarding their intention to quit will be discussed.

Age, gender, level of education and marital status are demographic factors that relate to turnover intention (Mobley, 1982; Price, 1977) and other studies

(Benson, 2006; Lincoln & Kalleberg, 1996 as cited in Patrayutvat, 2009; Khatri *et al.*, 2001) also included demographics as one factor related to turnover intention. Cotton & Tuttle (1986) and Finney & Kohlhasse (2008) suggested that age has a negative relationship on employee turnover intention. Berg (1991 as cited in Cho, 2001) reported that gender has no relation to employee turnover intention. Few researchers have found a positive relationship between level of education and turnover intention (Cotton & Tuttle, 1986; Berg, 1991 as cited in Cho, 2001), while Khatri *et al.* (2001) suggested that level of education and turnover intention are not related. Marital status was found to have no contribution to turnover intention (Weisberg & Kirschenbaum, 1991).

March & Simon (1958, as cited in Hendrie, 2004) suggested that employees make reasonable decisions to leave their existing organizations to search for a more suitable alternative. They suggested that job satisfaction plays a significant role in an individual's decision to quit and continue to work for an organization. Employees who become dissatisfied with their jobs usually form decisions to leave their employers. Some leave straight away, others search for an alternative to reduce the risk and cost of quitting, and if they find an appropriate job after evaluating, they quit. Employees will evaluate and compare the alternatives to their existing job, and if it is deemed more attractive, then they will leave (Mobley, 1977).

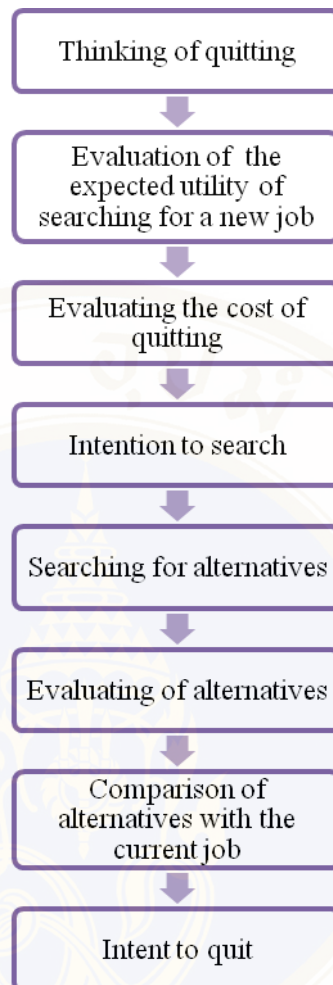
Turnover intention helps organizations to predict actual turnover (Griffeth *et al.*, 2004). Understanding employee's demographic characteristics, level of job satisfaction and organization commitment will help organizations to precisely predict their turnover intention (Price, 1977). Demographic characteristics such as age, gender and tenure have been found to have a relationship with turnover intention (Porter & Steers, 1973). There is also research that supports the relationship between turnover intention and job satisfaction (Lee *et al.*, 1996). Increased knowledge regarding job satisfaction has helped organizations to recognize that employee's satisfaction as well as their attitude towards an organization influence turnover intention. In addition, organization commitment has been found to have a relationship with turnover intention (Price, 1977; Lee *et al.*, 1996).

What is the individual decision-making process that leads to turnover intention? Porter & Steers (1973) suggested a "Met-expectation model," suggesting

that a lack of fulfillment of employee's initial job expectations eventually leads to job dissatisfaction, intention to leave and then actual turnover. They also suggested that "intent to leave" is the behavior that represents the last step prior to actual quitting. Mobley (1977) proposed that "dissatisfaction with an employee's current job provokes thought about quitting and stimulates the employee to search for a more attractive job elsewhere." He hypothesized a model outlining several cognitive decision-making processes by an employee between experiencing job satisfaction and leaving the organization. Once employees are not satisfied, they search for alternatives prior to leaving the organization.

Mobley's (1977) model of employee turnover proposed that an employee likely experiences eight sequential and intermediate stages in the decision to quit a job. The model (figure 3) theorized that job dissatisfaction will likely lead an employee (1) to think about quitting, which may in turn lead that same employee (2) to evaluate the expected utility of searching for another job then (3) to evaluate the costs associated with quitting the present job. From that evaluation, (4) an intention to search for alternative jobs may arise, which will most likely lead the employee (5) to the actual searching for alternative jobs and (6) to the evaluation of the acceptability of any identified alternatives. From that, the employee would (7) compare those alternatives to the present job, if it is better or not, and can lead to (8) an intention to quit and eventually the actual turnover to take place.

The Mobley model was not presented as a lock-step sequence that all persons experience identically; some employees may skip particular stages or experience an alternative ordering of these stages. The model's great value, however, is that it clearly explains the general process most employees likely experience between job dissatisfaction and turnover (Lee *et al.*, 1996).



Source: Mobley, W. H. (1977)

**Figure 2.2: Mobley's model of the employee turnover process**

Turnover intention is described as the process of thinking, planning, and desiring to leave a job (Tett & Meyer, 1993). It occurs just before individuals actually leave their jobs. According to Mowday *et al.* (1982), employee intent to leave can influence the turnover decision in two ways. It may directly lead to turnover even when other job opportunities are not available. Also, it may influence actual turnover indirectly by leading the employee to search for new job alternatives, thus resulting in the likelihood of termination. Another study by Mobley (1977) suggested that low job dissatisfaction causes thoughts of quitting and leads to search for alternatives jobs, which causes the formation of an intention to stay or to leave. As a result, employee turnover still remains as a major challenge for the restaurant industry in the United States.

## 2.7 Conceptual Framework

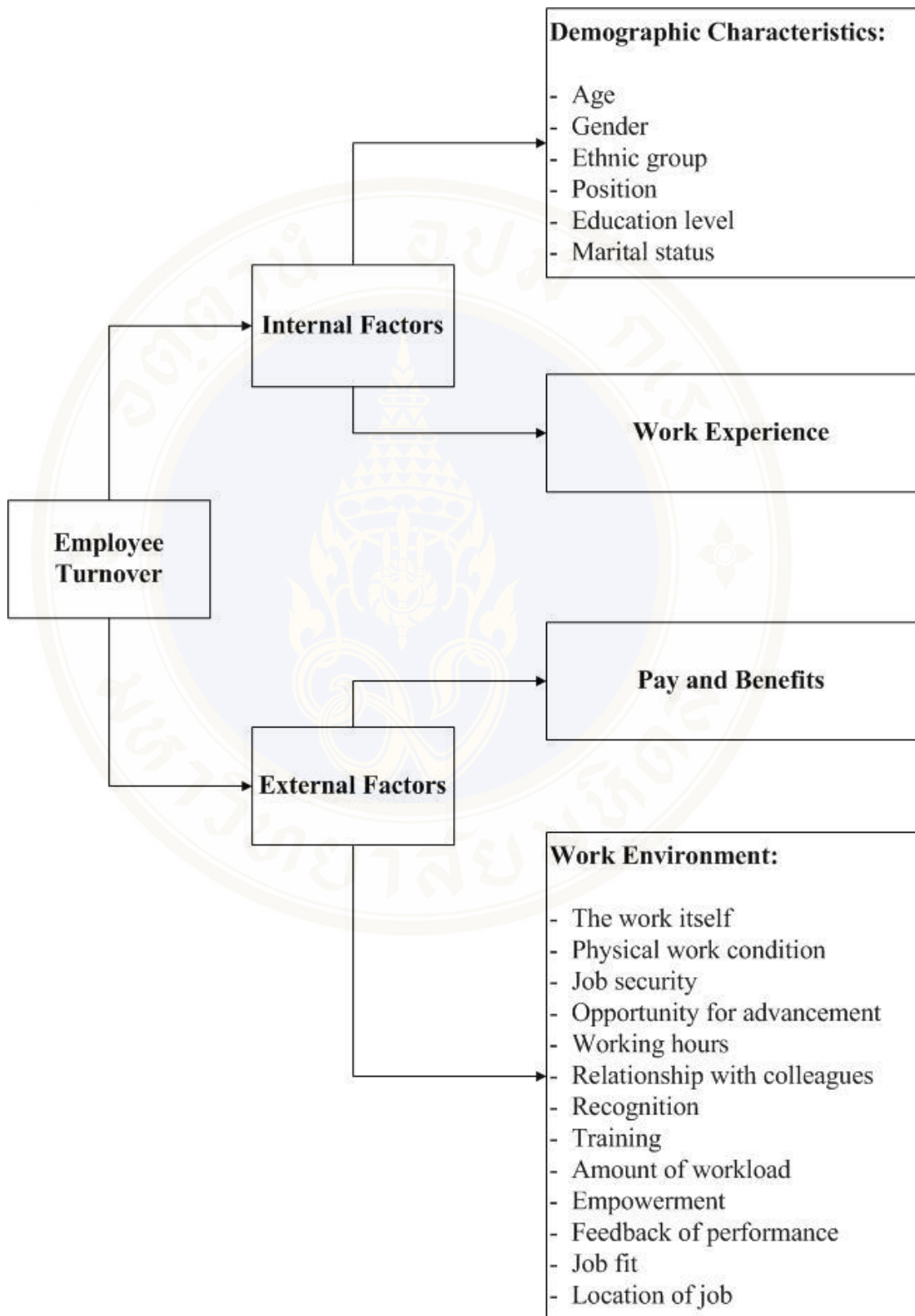


Figure 2.3: Conceptual framework of the research

The conceptual framework (Figure 2.3) follows from the objectives of the study and was developed by integrating variables and factors from different theories or related researches of employee turnover. It consists of two groups of factors that include internal and external factors influencing employee turnover. Internal factors of employee turnover involve factors that are directly associated with the employee, status and the employee's own past work experience. External factors involve factors that are indirectly associated with the employee. Such factors include employee's pay and benefits and work environment (the work itself, physical work condition, job security, opportunity for advancement, working hours, relationship with colleagues, recognition, training, amount of workload, empowerment, feedback of performance, job fit, and location of job). The research is further designed to investigate the correlation or relationship between demographic characteristics, factors influencing employee turnover, personal data and turnover intention. The researcher will then investigate which groups of factors have the greatest influence on employee turnover intention.

## 2.8 Research Hypotheses

As this research primarily takes a quantitative approach, the research hypotheses developed during the literature review have been posited to guide the analysis. The following research hypotheses have been developed to further test the relationships between the study variables to gain more insight into the issues of employee turnover. The hypotheses for this research are as follows:

**Hypothesis 1** - Employee with different demographic characteristics will have different perception on the importance of work environment.

**Hypothesis 2** - Employee with different demographic characteristics will have different perception on the importance of turnover intention.

**Hypothesis 3** - Employee with different demographic characteristics will have different perception on the importance of work experience.

**Hypothesis 4** - Employee with different demographic characteristics will have different perception on the importance of income.

**Hypothesis 5** - Employee with different demographic characteristics will have different perception on the importance of future plan.

**Hypothesis 6** - There is a relationship between factors influencing employee turnover and turnover intention.



## **CHAPTER III**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Design**

The study of factors influencing employee turnover in Thai restaurants in Miami, Florida, was carried out by using a descriptive and exploratory research method. A descriptive and exploratory research method involves observing the population, which falls within the research parameters, and recording what is observed so that findings can be analyzed. This analysis provides insight into the proposed problems. Data are presented systematically so that valid and accurate conclusions can be drawn.

In line with the objectives of the research, both internal and external factors influencing employee turnover were identified and the importance of each factor was determined. Also, the relationships between the study variables of demographic characteristics, the factors influencing employee turnover and personal data were investigated. Then, the employee's behavior with respect to turnover intention was examined.

In this research, both primary and secondary data were collected. The study primarily relies on the collection and analysis of primary data collected through questionnaire surveys. The questionnaire consisted of five sections: general information (demographic characteristics), factors influencing employee turnover, perceptions of the current job, turnover intention and open-ended questions for comments and suggestions.

The questionnaire survey was designed to collect information to answer the objectives and research questions of the study. For the questionnaire to be effective, the questions in the questionnaire mainly focused on obtaining answers to the research topic currently studied after it was determined that the questionnaire was a suitable way for reaching different participants at a low cost. The questionnaire consisted of both quantitative and qualitative methods, and the quantitative method

was selected as the main method used for this study. The quantitative method was chosen because it allows the researcher to reach the entire target audience simply, quickly, efficiently and inexpensively (Hendrie, 2004). All questions in the questionnaire were written in English, in light of the fact that all respondents, including both managers and service staff employees, were able to read, write and understand English. Additionally, all questionnaires were by interviewer-completed to avoid any incomplete questionnaires.

### **3.2 Selection of the Study and Criteria**

The study area was selected based on the following criteria:

1. Represents the problems of employee turnover in the restaurant industry, specifically Thai restaurants
2. Has numerous well-established Thai restaurants in the area
3. Provides good indication of influencing factors, both internal and external, of employee turnover
4. Presents evidence of direct impacts, both positive and negative, on the organization and the industry as a whole

In line with the above criteria, the study area of this research was the city of Miami in the state of Florida. Miami was selected for the research as a good place to explore overall employee turnover problems in Thai restaurants, to identify internal and external factors influencing employee turnover, to investigate the relationships between the study variables and to examine the employee's behavior of turnover intention as well as to suggest recommendations to reduce turnover rates in the organizations.

Miami is located on the Atlantic coast in southeastern Florida and the county seat of Miami-Dade County. The total area of Miami is 55.27 square miles or approximately 143.1 square kilometers.



Source: 50States.com - The Official Website for Map of the United States

**Figure 3.1: Map of the United States showing the location of the state of Florida**



Source: VisitFlorida.com – Map of Florida

**Figure 3.2: Map of South Florida showing the location of the city of Miami**



Source: WorldGuides.com – Map of Miami

**Figure 3.3: Map of Miami**

### **3.3 Sampling Design and Sample Size**

#### **3.3.1 Sampling Design**

In order to select the samples to conduct the questionnaire survey for this study, a multi-staged sampling was used. Initially, cluster sampling was employed to select the City of Miami. At a later stage, cluster sampling was again applied to select Thai restaurants in Miami. There are a total of 69 Thai restaurants in the Miami area. The cluster sampling method requires the potential population to be divided into clusters or groups in a chosen area (Brace, 2004). Then, systematic random sampling was used to select the participants for the study. These types of sampling were designed to identify the sample with particular characteristics and to select those best suited for the needs of the study (Trochim, 2006).

Having a good sampling design aids researchers to gather the most effective data (Kumar, 1998) and the sample will be realistic if selected in a systematic way. It is also essential to select the appropriate sampling technique as the selection of

the correct technique ensures the population is well represented in the sample. In addition, as a sample size increases, enough data must be gathered for the research to be useful. The advantage of these techniques is that they are (1) cost effective, (2) flexible; and (3) less time-consuming than other approaches.

**Table 3.1: Sampling Procedures and Techniques**

Step	Unit	Sampling Technique
1	City of Miami	Cluster Sampling
2	Thai Restaurants	Cluster Sampling
3	Managers and Service Staff Employees	Systematic Random Sampling

### 3.3.2 Sample Size

In this study, the population size was the total number of Thai restaurants in Miami, Florida, which included 69 restaurants. The sample population of the study included any Thai restaurant managers and service staff employees who had previous work experience at a Thai restaurant and were currently working in a Thai restaurant in Miami, Florida, at the time of the data collection. The reason for choosing these respondents is because they were people who could be affected by employee turnover. Also, these groups of employees are able to provide the researcher with the ability to capture internal and external factors influencing employee turnover, employee perceptions and behaviors associated with turnover intention. The sample size of this research consisted of 208 managers and service staff employees. Since this research used multiple regression analysis, according to Hair *et al.* (2006), only a small sample size was required and expected for data analysis.

Additionally, the researcher chose 30 staff members to join in a pretest procedure for the research instrument. These staff members were excluded from the population to determine the effectiveness of the questionnaire, as it has been determined in other research that pretesting can help determine the strengths and weaknesses of the questionnaire concerning question format, wording and order (Trochim, 2006). A total of 208 managers and service staff employees were selected to participate in the questionnaire survey for this study.

### **3.4 The Data**

In this study, two kinds of data were obtained: primary and secondary data. The natures of each of these two types of data are given briefly below.

#### **3.3.1 Primary Data**

Primary data are those data that are obtained through questionnaires. To collect primary data, a questionnaire survey modified from previous related research was used to obtain the data for this study. The questionnaires consisted of the responses by sample managers and service staff employees who could be involved with employee turnover in a Thai restaurant in Miami, Florida. To be surveyed the individual must have had past work experience at a Thai restaurant and was working at a Thai restaurant at the time of the interview. If the individual did not meet the criteria established by the researcher, that individual was eliminated from participation in the survey. The primary data was collected from Thai restaurants located in the Miami-Dade County area only.

#### **3.3.2 Secondary Data**

The secondary data was obtained to gather background information that had been required from previous research studies that had been collected by individuals for the purposes other than the immediate study (Kelly, 2005). The secondary data include sources that were gathered mostly from academic journals, textbooks, theses and library research dealing with employee turnover.

### **3.5 Research Instruments**

To gather needed data, a questionnaire survey was used in this study. According to Fink (1995), there are various advantages and disadvantages using the questionnaire survey method. The comparison of the pros and cons of this research method are shown below in Table 3.2.

**Table 3.2:** Advantages and disadvantages of questionnaire survey

Pros	Cons
<ul style="list-style-type: none"> <li>• People are familiar with paper-and-pencil surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Need a motivated population to return the survey</li> </ul>
<ul style="list-style-type: none"> <li>• Questions can be asked as they arise</li> </ul>	<ul style="list-style-type: none"> <li>• Respondents must be able to read and write English</li> </ul>
<ul style="list-style-type: none"> <li>• Data and information are gathered immediately</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult to reach certain population</li> </ul>
<ul style="list-style-type: none"> <li>• High rate of survey completion</li> </ul>	<ul style="list-style-type: none"> <li>• Must find suitable location to conduct the survey</li> </ul>
<ul style="list-style-type: none"> <li>• Inexpensive and less time-consuming than other methods</li> </ul>	<ul style="list-style-type: none"> <li>• Limited number of respondents at one time</li> </ul>

### 3.4.1 Data Collection Instrument

Questionnaires are one of the most important instruments aiding researchers in their efforts to succeed in their objectives (Brace, 2004). However, there are many ways to collect data from questionnaires. The researcher developed the set of questions in the questionnaire survey adapted from previous research literature to obtain data for this study. The questionnaire was designed to be as easy to understand as possible to encourage the respondents to participate in the survey. The questionnaire begins by asking simple questions and then the questions are narrowed down to give respondents the opportunity to express their own thoughts (Powell, 1998) regarding the topic of interest.

The questionnaire contained two sections: one incorporating quantitative research methods and the other qualitative methods. The quantitative section of the questionnaire consisted of close-ended questions aimed at collecting a finite set of answers by presenting choices for the respondent, while a qualitative section of the questionnaire consisted of open-ended questions in which respondents could be more specific in giving additional opinions and suggestions to their answers (Fink, 1995). The Likert scale was also used to measure the respondent's attitude towards the questions that were asked in the questionnaire. The questionnaire has a total of 15 questions consisted of 5 parts as follows:

**Part 1: General Information**

This part of the questionnaire contained a set of questions aimed at gathering general information or personal factors from each respondent. There are six questions for this part which focused on demographic characteristics of each respondent, viz. age, gender, ethnic group, job title, education level and marital status.

**Part 2: Factors Influencing Employee Turnover**

This part of the questionnaire contained the set of questions that gathered information from each respondent on their length of service in their most recent job or work experience in a Thai restaurant and length of service working in the restaurant industry. The main focus in this part was on their reasons for leaving or factors that influenced each respondent to quit their previous job at a Thai restaurant. Each respondent was given list of factors to rank how much each factor influenced them to quit their previous job at a Thai restaurant. The factors included the work itself, pay, physical work condition, job security, opportunity for advancement, working hours, relationship with colleagues, recognition, training, amount of workload, empowerment, feedback of performance, job fit and location of job. For this question, the questionnaire measured the respondent's response on a 7-point Likert scale. The influencing factors were coded as: 1 – very uninformal; 2 – uninformal; 3 – slightly influential; 4 – average; 5 – slight influential; 6 – influential; and 7 – very influential. Ranking a factor as 1 meant that it was considered very uninformal, while ranking it as 7 meant it was very influential on the decision the respondent made.

**Part 3: Perceptions of the Current Job**

This part of the questionnaire contained the set of questions that gathered information from each respondent on job satisfaction with respect to their current job. It focused on the length of service and income at the current job. Each respondent was given a list of factors to rank the level of importance or influence of each factor while working at the current job. The factors include: the work itself, pay, physical work condition, job security, opportunity for advancement, working hours, relationship with colleagues, recognition, training, amount of workload, empowerment, feedback of performance, job fit and location of job. For this question, the questionnaire measured the respondent's answers on a 7-point Likert scale. The influencing factors were

coded as: 1 – very uninfluential; 2 – uninfluential; 3 – slightly influential; 4 – average; 5 – slight influential; 6 – influential; and 7 – very influential. Ranking a factor as 1 meant that it was considered very uninfluential, while ranking it as 7 meant it was very influential to the respondent.

#### **Part 4: Turnover Intention**

This part of the questionnaire contained the set of questions that gathered information on turnover intention or the respondent's future intentions concerning quitting their current job. The respondents were given a statement, "I plan to work with this organization for a long time," and were then asked to rank the intention to quit on a 7-point Likert scale. The scores were coded as: 1 - strongly disagree; 2 – disagree; 3 - somewhat disagree; 4 - neither agree nor disagree; 5 - somewhat agree; 6 – agree; and 7 - strongly agree. In addition, the respondents were asked, "if you leave your current job, where would you go? The respondents were given choices to choose from to answer the question. The choices given were: an organization in the restaurant industry, an organization in a different industry, pursuing further study, self employment and not working.

**Table 3.3:** Guidelines for understanding the means of turnover intention level

<b>Means score of turnover intention</b>	<b>Turnover intention definition</b>
1.00 – 1.86	Strongly disagree
1.87 – 2.72	Disagree
2.73 – 3.58	Somewhat disagree
3.59 – 4.44	Neither agree nor disagree
4.45 – 5.30	Somewhat agree
5.31 – 6.16	Agree
6.17 – 7.00	Strongly agree

$$\frac{\text{Upper score} - \text{Lower score}}{\text{Number of levels}} = \frac{7 - 1}{7} = 0.86$$

The researcher derived a difference of 0.86 mean score between each level of turnover intention by using the evaluation criteria of Best (1977). Table 3.3 shows that the low mean score represented that respondents strongly disagreed with the statement, “I plan to work with this organization for a long time,” and a high mean score represented strongly agreeing to the statement, “I plan to work with this organization for a long time.”

#### **Part 5: Comments and Suggestions**

This part of the questionnaire is an open-ended question that provides each respondent an opportunity to give further comments, suggestions and recommendations for the research.

#### **3.4.2 Validity and Reliability of the Questionnaire**

##### **Validity:**

The researcher consulted with thesis advisors and Thai restaurant owners for the content validity of questionnaire. Completeness of the content, clarification of the language and relevance to the issue were examined. The questionnaire instrument was edited and revised according to the thesis advisors and Thai restaurant owners' comments and suggestions.

##### **Reliability:**

The revised version of the questionnaire was pretested on a group of 30 employees who shared similar characteristics with the sample of the main study. According to Burns & Grove (2001), the reliability of instruments that have been developed and improved should be equal to 0.70. The data was then analyzed for reliability by using Cronbach's alpha coefficient method. The reliability of questions for those factors influencing employee turnover was 0.727 and for those pertaining to job satisfaction of the current job was 0.708 (Shown in Table 3.4).

**Table 3.4:** Cronbach's alpha coefficient of the research instrument

Questionnaire	Cronbach's alpha coefficient
Factors influencing employee turnover	0.727
Job satisfaction of current job	0.708

### 3.6 Data Collection

Questionnaire surveys were used as the main instrument for obtaining the data collection from the selected employees working at Thai restaurants in Miami, Florida. According to Ticehurst & Veal (2000), questionnaire surveys can be interviewer-completed or respondent-completed. For this study, all questionnaires were interviewer-completed, meaning that the interviewer verbally asked each respondent each question, and each respondent responded verbally to the questions. This method allowed the researcher to ask for and make notes of specific explanations to the answers elicited from each respondent. It also helped decrease the potential of incomplete questionnaires, and therefore, a high percentage of responses to the questionnaire were expected. Data collection, which took place from October 9 to October 23, 2010, proceeded in the following order:

1. Initial contact was made by phone to make appointments with Thai restaurant owners to ask permission to conduct and administer the questionnaire survey. On the day of the appointment, the purpose and method of the research was explained to the owner. An approval letter from the Graduate School at Mahidol University was presented to each owner to assure them that the survey was for educational purposes only. Once permission was obtained, the researcher scheduled a day and time for conducting the survey according to the preferences of the owners. All data were collected during breaks and at night time just before the restaurant was about to close.

2. On the scheduled day, the researcher introduced herself to the respondents and asked for cooperation in the data collection. Each respondent who was qualified to complete the questionnaire was advised that the survey should take no more than 3 – 5 minutes of their time.

3. Before the survey was conducted, the researcher presented the participant information sheet of the questionnaire to each respondent for the protection of human samples to assure the respondent's confidentiality. Potential participants were informed about the purpose of the study and their right to refuse to participate or to withdraw from the study at any time. Each respondent was also given the opportunity to ask questions for further clarification.

4. The researcher conducted the questionnaire survey, explained the necessary steps in completing the questionnaire in detail and began asking questions from the questionnaire. Once finished, the researcher then checked the questionnaire to ensure completeness of data.

### **3.7 Ethics of Researchers**

The present research was approved by the Chair of Mahidol University Institutional Review Board (MU-IRB). The researcher presented the participation information sheet and explained the research objectives, purposes and data collection procedures to the participants. They were informed that their participation was on a voluntary basis and their decision to not participate would not affect their job in any way. The participants were also reassured that the personal information collected from them would be kept strictly confidential, and it would not be subject to an individual disclosure but would be reported only as group data. The participant had the right to withdraw their participation in the study at anytime if they wished.

### **3.8 Data Analysis**

Data analysis involves checking the questionnaire, handling missing responses, coding data, categorizing, transcribing, data cleaning and finally, keying data into software program for analysis (Kumar, 1998). All data collected from the respondents was inspected, grouped and tabulated to facilitate the analysis process. The data were electronically processed and both the descriptive and inferential statistics were used to analyze the data that was widely used for the analysis of survey data (Ticehurst & Veal, 2000), with the significance level set at the 0.05 level.

Descriptive statistical analyses used to analyze the data for this study were frequency, percentage, means and standard deviation. The inferential statistical analyses that were used to analyze the data were the t-test and one-way analysis of variance (One-Way ANOVA), which enabled the researcher to compare the significant differences of the influencing factors of employee turnover by the predictive power of demographic characteristics and personal data. After analyzing the data using the analysis of variance (ANOVA), the researcher used Post Hoc multiple comparison tests to identify where there were any significant differences between all possible pairs of value for a factor variable. In addition, the Pearson Chi-square was used to test the relationships between the pairs of factors of the respondent's demographic characteristics, personal data and the various aspects of the respondent's response to the questionnaire. The level of significance was set at 0.05. Furthermore, stepwise multiple linear regression analysis was used to measure which factor, internal or external, had the greatest influence on employee turnover intention. Stepwise multiple linear regression analysis was used to test the effects of an independent (predictor) variable on a single dependent (criterion) variable.

## **CHAPTER IV**

### **RESULTS**

The purpose of this study was to study factors influencing employee turnover in Thai restaurants in Miami, Florida. This chapter discusses the analysis of the survey data according to the established framework of data analysis and techniques introduced in the previous chapter, commencing with the analysis of respondents' demographic characteristics and personal data.

The data collection was done by using questionnaire surveys. A total of 208 managers and service staff employees participated in the questionnaire survey for this study. This was made possible because all the questionnaires were interviewer-completed while the respondent being interviewed responded verbally to the questions. All questionnaires were physically examined and electronically processed before the data were analyzed. The researcher analyzed the data collected by using both descriptive and inferential statistics and the results were presented in the following 7 parts:

- 4.1 Descriptive statistics of demographic characteristics, personal data, work environment and turnover intention
- 4.2 The relationship between demographic characteristics and work environment
- 4.3 The relationship between demographic characteristics and turnover intention
- 4.4 The relationship between demographic characteristics and work experience
- 4.5 The relationship between demographic characteristics and income
- 4.6 The relationship between demographic characteristics and future plan
- 4.7 The relationship between factors influencing employee turnover and turnover intention

#### 4.1 Descriptive Statistics of Demographic Characteristics, Personal Data, Work Environment and Turnover Intention

This section presents demographic characteristics of the respondents that have been collected according to age, gender, ethnic group, job position, education level and marital status. In addition, the descriptive statistics for the respondent's personal data will also be presented.

**Table 4.1:** Frequencies and percentages of demographic characteristics of the respondents (n = 208)

Characteristics	Frequency (persons)	Percentage
<b>Age:</b>		
≤ 20 years	14	6.7
21 – 30 years	98	47.1
31 – 40 years	74	35.6
41 – 50 years	16	7.7
Over 50	6	2.9
<b>Gender:</b>		
Male	98	47.1
Female	110	52.9
<b>Ethnic Group:</b>		
Thai	116	55.8
Non-Thai	92	44.2
<b>Position:</b>		
Manager	23	11.1
Bartender	2	1.0
Host/Hostess	16	7.7
Wait staff	95	45.7
Kitchen staff	51	24.5
Bus person	21	10.1

**Table 4.1:** Frequencies and percentages of demographic characteristics of the respondents (n = 208) (Cont.)

Characteristics	Frequency (persons)	Percentage
<b>Education Level:</b> (already obtained)		
< Bachelor	47	22.6
Bachelor	147	70.7
Masters	14	6.7
<b>Marital Status:</b>		
Single	112	53.8
Married	96	46.2

The analysis of demographic characteristics of the respondents is presented in Table 4.1 above and is discussed below:

**Age** A total of 47.1% of the respondents fell in the age group of 21 – 30 years old followed by the age group of 31 – 40 years old (35.6%). The rate of respondents between the age group of less than or equal to 20 years old and 41 – 50 years old was nearly similar (6.7% and 7.7%, respectively). The rest, accounting for 2.9% of the sample, belongs to the age group of over 50 years old.

**Gender** The sample comprises more female respondents (110 or about 52.9% of the total) than males (98 or 47.1%).

**Ethnic group** The majority of respondents were Thai, at 55.8% compared to 44.2% of the respondents who were non-Thai. Most of the non-Thai respondents were from neighboring Asian countries such as China, Hong Kong, Japan, Korea, Lao, Philippines, Taiwan and Vietnam and South American countries such as Argentina, Brazil, Columbia, Guatemala, Nicaragua, Peru, Puerto Rico and Venezuela. Only a small percentage of the respondents are Americans and Haitians.

**Position** The position in the restaurant of the respondents participating in the survey was mostly wait staff with 45.7% while 24.5% were kitchen staff, followed by manager, bus person and host/hostess (11.1%, 10.1% and 7.7%, respectively). The remaining 1% comprised bartenders.

**Education level** The educational level of the respondents shows that most of the respondents had an education of a bachelor's degree at 70.7%, followed by 22.6% of the sample who had not attained a bachelor's degree. The remaining 6.7% had obtained a masters degree.

**Marital status** Most of the respondents accounting were single at 53.8%, while the remaining 46.2% of the respondents were married.

**Table 4.2:** Frequencies and percentages of the respondents' length of service at previous Thai restaurant (n = 208)

Length of Service	Frequency (persons)	Percentage
<b>Length of service (in months):</b>		
< 3 months	4	1.9
3 – 6 months	22	10.6
7 – 12 months	67	32.2
> 12 months	115	55.3

Table 4.2 presents the descriptive statistics (frequency and percentage) of the respondents' length of service working at previous Thai restaurants. The majority of the respondents (55.3%) had a length of service of more than 12 months working at the previous Thai restaurant, while 32.2% of the respondents had a length of service between 7 – 12 months. Only 10.6% of the respondents had a length of service between 3 – 6 months working at the previous Thai restaurant. The remaining 1.9% of the respondents had a length of service working at the previous Thai restaurant of less than 3 months.

**Table 4.3:** Frequencies and percentages of work experience in the restaurant industry (n = 208)

<b>Work Experience</b>	<b>Frequency (persons)</b>	<b>Percentage</b>
<b>Work experience (in months):</b>		
< 6 months	2	1.0
7 – 12 months	5	2.4
13 – 24 months	46	22.1
> 24 months	155	74.5

Table 4.3 shows the frequency and percentage of the respondent's entire work experience in the restaurant industry. With regards to the work experience in the restaurant industry of the respondents, a total of 155, or 74.5%, of the respondents have worked in the restaurant industry for more than 24 months, or 2 years. The respondents with work experience between 13 – 24 months in the restaurant industry were at 22.1%. A small percentage of respondents (2.4%) had work experience between 7 – 12 months in the restaurant industry whereas respondents with less than 6 months of working in the restaurant industry were at only 1%.

**Table 4.4:** Frequencies and percentages of the respondents' length of service at current Thai restaurant (n = 208)

<b>Length of Service</b>	<b>Frequency (persons)</b>	<b>Percentage</b>
<b>Length of service (in months):</b>		
< 3 months	13	6.3
3 – 6 months	33	15.9
7 – 12 months	44	21.2
13 – 24 months	39	18.8
> 24 months	79	38.0

The descriptive statistics of frequency and percentage of the respondents' length of service working at the current Thai restaurant are shown in Table 4.4. It shows that a total of 38% of the respondents had a length of service of more than 24 months working at the current Thai restaurant followed by respondents with a length of service between 7 - 12 months (21.2%). The respondents with a length of service between 13 – 24 months working at the current Thai restaurant were at 18.8%, while 15.9% had a length of service between 3 – 6 months. The rest, accounting for 6.3% of the respondents, had a length of service of less than 3 months working at the current Thai restaurant.

**Table 4.5:** Frequencies and percentages of the respondents' monthly income (in dollars) at the current job (n = 208)

Income	Frequency (persons)	Percentage
<b>Income (per month):</b>		
Below \$1,000	4	1.9
\$1,001 - \$2,000	38	18.3
\$2,001 - \$3,000	113	54.3
\$3,001 - \$4,000	41	19.7
\$4,001 - \$5,000	12	5.8

Table 4.5 shows the descriptive statistics (frequency and percentage) of the respondents' monthly income working at the current Thai restaurant. With respect to the respondents' monthly incomes, more than half of the respondents (113, or 54.3%) earned between 2,001 – 3,000 dollars per month, while another 19.7% of the respondents earned between 3,001 – 4,000 dollars per month, followed by respondents with income between 1,001 – 2,000 dollars per month (18.3%). Only 5.8% of the respondents received an income between 4,001 – 5,000 dollars per month, and 1.9% earned less than 1,000 dollars in monthly income.

**Table 4.6:** Frequencies and percentages of the respondents' future plans (n = 208)

<b>Future plans</b>	<b>Frequency (persons)</b>	<b>Percentage</b>
<b>Future plans:</b>		
Organization in the restaurant industry	86	41.3
Organization in a different industry	32	15.4
Pursue further study	33	15.9
Self employment	56	26.9
Not working	1	0.5

Table 4.6 shows the frequency and percentage of the respondents' future plans if they decided to quit their current job. It shows that of those who participated in the survey, 41.3% of the respondents planned to remain working in the restaurant industry if they were to leave their current job, while another 26.9% of the respondents responded that they are planning to be self employed, that is, to own their own business. A very similar percentage was found for the respondents who responded that they were planning to pursue further study and work for an organization in a different industry (15.9% and 15.4%, respectively). The rest, accounting for the remaining 0.5%, are planning not to be employed or not working after they quit their current job.

**Table 4.7:** Means and standard deviations of factors influencing employee turnover of previous Thai restaurant (n = 208)

Factors	Mean	Standard Deviation
Pay	6.75	0.704
The work itself	5.67	1.603
Relationship with colleagues	5.61	1.191
Location of job	5.53	1.329
Physical work condition	5.46	1.035
Job fit	5.37	1.255
Job security	5.26	1.322
Empowerment	3.65	1.900
Working hours	3.63	2.013
Recognition	3.26	1.674
Benefits	3.21	1.729
Amount of workload	3.17	1.920
Opportunity for advancement	3.08	1.840
Training	3.03	1.612
Feedback of performance	2.76	1.541

Table 4.7 summarizes the respondents' overall influential level of the previous Thai restaurant with regard to 15 factors: pay ( $\bar{X} = 6.75$ ), the work itself ( $\bar{X} = 5.67$ ), relationship with colleagues ( $\bar{X} = 5.61$ ), location of job ( $\bar{X} = 5.53$ ), physical work condition ( $\bar{X} = 5.46$ ), job fit ( $\bar{X} = 5.37$ ), job security ( $\bar{X} = 5.26$ ), empowerment ( $\bar{X} = 3.65$ ), working hours ( $\bar{X} = 3.63$ ), recognition ( $\bar{X} = 3.26$ ), benefit ( $\bar{X} = 3.21$ ), amount of workload ( $\bar{X} = 3.17$ ), opportunity for advancement ( $\bar{X} = 3.08$ ), training ( $\bar{X} = 3.03$ ) and feedback of performance ( $\bar{X} = 2.76$ ). The findings indicate that the least influencing factor of employee turnover was feedback of performance, with the mean score of 2.76, followed by training and opportunity for advancement (mean score of 3.03 and 3.08, respectively) and the factor that respondents consider most influential was pay with the mean score of 6.75, followed by the work itself and relationship with colleagues with mean scores of 5.67 and 5.61, respectively.

**Table 4.8:** Means and standard deviations of factors influencing employee turnover of current Thai restaurant (n = 208)

<b>Factors</b>	<b>Mean</b>	<b>Standard Deviation</b>
Pay	6.87	0.502
Location of job	6.24	0.968
The work itself	6.20	1.177
Relationship with colleagues	5.95	1.102
Job fit	5.90	1.123
Physical work condition	5.82	0.944
Job security	5.80	1.136
Working hours	4.27	2.023
Empowerment	4.09	2.009
Recognition	3.63	1.616
Amount of workload	3.61	1.953
Opportunity for advancement	3.46	1.867
Benefits	3.44	1.790
Training	3.31	1.622
Feedback of performance	3.24	1.644

Table 4.8 summarizes the respondents' overall influential level of the current Thai restaurant for 15 factors: pay ( $\bar{X} = 6.87$ ), location of job ( $\bar{X} = 6.24$ ), the work itself ( $\bar{X} = 6.20$ ), relationship with colleagues ( $\bar{X} = 5.95$ ), job fit ( $\bar{X} = 5.90$ ), physical work condition ( $\bar{X} = 5.82$ ), job security ( $\bar{X} = 5.80$ ), working hours ( $\bar{X} = 4.27$ ), empowerment ( $\bar{X} = 4.09$ ), recognition ( $\bar{X} = 3.63$ ), amount of workload ( $\bar{X} = 3.61$ ), opportunity for advancement ( $\bar{X} = 3.46$ ), benefit ( $\bar{X} = 3.44$ ), training ( $\bar{X} = 3.31$ ) and feedback of performance ( $\bar{X} = 3.24$ ). The findings were very similar to the overall influential level of the previous Thai restaurant. It indicated that the least influencing factor of employee turnover was feedback of performance with a mean score of 3.24, followed by training ( $\bar{X} = 3.31$ ) and benefits ( $\bar{X} = 3.44$ ), and the factor that respondents considered the most influential was pay with a mean score of 6.87, followed by location of job and the work itself with a mean scores of 6.24 and 6.20, respectively.

**Table 4.9:** Means and standard deviations of the respondents' future turnover intention (n = 208)

<b>Intention</b>	<b>Mean</b>	<b>Standard Deviation</b>
Turnover Intention	4.55	2.071

**Table 4.10:** Guidelines for understanding the means of turnover intention level

<b>Means score of turnover intention</b>	<b>Turnover intention definition</b>
1.00 – 1.86	Strongly disagree
1.87 – 2.72	Disagree
2.73 – 3.58	Somewhat disagree
3.59 – 4.44	Neither agree nor disagree
4.45 – 5.30	Somewhat agree
5.31 – 6.16	Agree
6.17 – 7.00	Strongly agree

Table 4.9 shows the means and standard deviations of the respondents' future turnover intention of the current job. The 7-point Likert scale was used to measure the respondents' attitudes towards their future intention to quit their current jobs. Respondents were asked to rank their intention to quit on the 7-point Likert scale. The scores were coded as: strongly disagree = 1, disagree = 2, somewhat disagree = 3, neither agree nor disagree = 4, somewhat agree = 5, agree = 6 and strongly agree = 7. The results indicated that out of 208 respondents, the respondents' future turnover intention mean score was 4.55 and standard deviation of 2.071. By referring to Table 4.10, the guidelines for understanding the means of turnover intention, it can be concluded that the overall turnover intention level of the given statement was at the level of somewhat agree.

## 4.2 The Relationship between Demographic Characteristics and Work Environment

This section presents the statistical analysis of the relationship among the predictive power of demographic characteristics and work environment. Each pair is accepted to have a significant relationship when  $p < 0.05$ . The statistical analysis of mean, standard deviation, t-test and analysis of variance (ANOVA) analyses were used to analyze the data obtained.

**Table 4.11:** Means, standard deviations and analysis of variance “ANOVA” on influencing factors of previous Thai restaurant identified by age group (n = 208)

Factors	Age Group						F	p-value
	≤ 20		21 - 30		> 30			
	X	SD	X	SD	X	SD		
The work itself	4.50	2.066	5.83	1.202	5.69	1.820	4.338	0.014*
Pay	6.43	0.938	6.80	0.517	6.76	0.818	1.686	0.188
Benefits	2.79	1.929	3.23	1.661	3.25	1.777	0.455	0.635
Physical work condition	4.86	0.949	5.57	0.837	5.43	1.194	3.051	0.049*
Job security	4.07	1.859	5.36	1.133	5.33	1.343	6.383	0.002*
Opportunity for advancement	3.14	1.875	3.33	1.716	2.81	1.938	1.919	0.149
Working hours	2.71	1.939	3.70	1.911	3.69	2.109	1.563	0.212
Relationship with colleagues	4.71	1.899	5.74	1.115	5.59	1.091	4.762	0.010*
Recognition	3.43	1.828	3.35	1.638	3.15	1.698	0.424	0.655

**Table 4.11:** Means, standard deviations and analysis of variance “ANOVA” on influencing factors of previous Thai restaurant identified by age group (n = 208) (Cont.)

Factors	Age Group						F	p-value
	≤ 20		21 - 30		> 30			
	X	SD	X	SD	X	SD		
Training	3.50	1.787	3.06	1.585	2.93	1.617	0.808	0.447
Amount of workload	2.57	1.505	3.41	1.978	3.01	1.895	1.779	0.171
Empowerment	3.50	1.653	3.77	1.798	3.55	2.041	0.349	0.706
Feedback of performance	3.14	1.610	2.58	1.485	2.90	1.579	1.468	0.233
Job fit	4.86	1.406	5.31	1.196	5.50	1.281	1.823	0.164
Location of job	5.71	0.726	5.50	1.142	5.53	1.562	0.158	0.854

\*Significant at the 0.05 level

**Table 4.12:** Post hoc tests for age group showing significant differences for previous Thai restaurant

Factors	Age group differences	p-value
<b>The work itself</b>	≤ 20 and 21 – 30	0.011
	≤ 20 and > 30	0.027
<b>Physical work condition</b>	≤ 20 and 21 – 30	0.047
<b>Job security</b>	≤ 20 and 21 – 30	0.002
	≤ 20 and > 30	0.002
<b>Relationship with colleagues</b>	≤ 20 and 21 – 30	0.007
	≤ 20 and > 30	0.028

Table 4.11 illustrates the analysis of variance on factors influencing employee turnover of previous Thai restaurant identified by age group. Age was classified into three groups: less than or equal to 20 years of old, 21 – 30 years old and more than 30 years old. The findings indicated that there were statistically significant differences on the work itself with p-value < 0.014, physical work condition with p-value < 0.049, job security with p-value < 0.002 and relationship with colleagues with p-value < 0.010.

Subsequently, the post hoc test (Table 4.12) was conducted to identify which age group had statistically significant differences on the work itself, physical work environment, job security and relationship with colleagues. The results of the post hoc test showed that the work itself influences respondents between the age group of 21 – 30 years old ( $\bar{X} = 5.83$ ) to quit a job more than it influences the respondents with the age group less than or equal to 20 years old ( $\bar{X} = 4.50$ ), while the work itself has less influence on the age group less than or equal 20 years old ( $\bar{X} = 4.50$ ) to quit a job than it has on the age group of more than 30 years old ( $\bar{X} = 5.69$ ). In addition, physical work condition has greater influence on the respondents in the age group between 21 – 30 years old ( $\bar{X} = 5.57$ ) to quit a job than respondents in the age group less than or equal 20 years old ( $\bar{X} = 4.86$ ). Furthermore, the age groups 21 – 30 years old ( $\bar{X} = 5.36$ ) and more than 30 years old ( $\bar{X} = 5.33$ ) were more concerned about job security than respondents in the age group less than or equal to 20 years old ( $\bar{X} = 4.07$ ). Lastly, respondents in the age group 21 – 30 years old ( $\bar{X} = 5.74$ ) and more than 30 years old ( $\bar{X} = 5.59$ ) considered relationship with colleagues more influential in their decision to quit a job than respondents with age group less than or equal to 20 years old ( $\bar{X} = 4.71$ ).

**Table 4.13:** Means, standard deviations and analysis of variance “ANOVA” on influencing factors of current Thai restaurant identified by age group (n = 208)

Factors	Age Group						F	p-value
	≤ 20		21 - 30		> 30			
	<i>X</i>	SD	<i>X</i>	SD	<i>X</i>	SD		
The work itself	5.36	1.393	6.29	0.995	6.23	1.277	3.988	0.020*
Pay	6.79	0.579	6.90	0.418	6.84	0.568	0.469	0.626
Benefits	3.57	1.989	3.41	1.746	3.46	1.823	0.058	0.944
Physical work condition	5.36	1.336	5.98	0.658	5.73	1.090	3.617	0.029*
Job security	5.07	1.859	5.90	0.936	5.81	1.164	3.324	0.038*
Opportunity for advancement	3.50	2.103	3.86	1.741	3.04	1.886	4.799	0.009*
Working hours	3.29	1.978	4.36	1.895	4.33	2.136	1.808	0.167
Relationship with colleagues	5.29	1.684	6.10	0.947	5.90	1.119	3.683	0.027*
Recognition	3.79	1.626	3.80	1.668	3.43	1.554	1.341	0.264
Training	4.07	1.328	3.42	1.723	3.09	1.522	2.656	0.073
Amount of workload	2.93	1.639	3.65	1.985	3.66	1.962	0.901	0.408
Empowerment	3.93	1.774	4.28	1.973	3.93	2.079	0.777	0.461

**Table 4.13:** Means, standard deviations and analysis of variance “ANOVA” on influencing factors of current Thai restaurant identified by age group (n = 208)(Cont.)

Factors	Age Group						F	p-value
	≤ 20		21 - 30		> 30			
	<i>X</i>	SD	<i>X</i>	SD	<i>X</i>	SD		
Feedback of performance	3.79	1.718	3.16	1.603	3.23	1.676	0.878	0.417
Job fit	5.79	1.578	5.79	0.944	6.03	1.209	1.239	0.292
Location of job	6.50	0.519	6.19	0.821	6.25	1.142	0.619	0.539

\*Significant at the 0.05 level

**Table 4.14:** Post hoc tests for age group showing significant differences of current Thai restaurant

Factors	Age group differences	p-value
<b>The work itself</b>	≤ 20 and 21 – 30	0.017
	≤ 20 and > 30	0.028
<b>Physical work condition</b>	≤ 20 and 21 – 30	0.031
<b>Job security</b>	≤ 20 and 21 – 30	0.032
<b>Opportunity for advancement</b>	21 – 30 and > 30	0.007
<b>Relationship with colleagues</b>	≤ 20 and 21 – 30	0.028

Table 4.13 describes the analysis of variance on factors influencing employee turnover of current Thai restaurant identified by age group. Age was classified into three groups: less than or equal to 20 years old, 21 – 30 years old and more than 30 years old. The results showed that the work itself, with a p-value < 0.020; physical work condition with a p-value < 0.029; job security with a p-value < 0.038; opportunity for advancement with a p-value < 0.009; and relationship with colleagues with a p-value < 0.027 had statistically significant differences for the factors influencing employee turnover of current Thai restaurants identified by age group.

Table 4.14 shows the post hoc test identifying in detail which age group had statistically significant differences for the work itself, physical work condition, job security, opportunity for advancement and relationship with colleagues. The results of the post hoc test reveal that the work itself influences respondents between the age group of 21 – 30 years old ( $\bar{X} = 6.29$ ) to quit a job more than it influences the respondents in the age group less than or equal to 20 years old ( $\bar{X} = 5.36$ ), while the work itself has less influence on the age group less than or equal 20 years old ( $\bar{X} = 5.36$ ) to quit a job than it has on the age group comprising respondents more than 30 years old ( $\bar{X} = 6.23$ ). Physical work condition has a greater influence on the respondents in the age group 21 – 30 years old ( $\bar{X} = 5.98$ ) to quit a job than respondents in the age group less than or equal to 20 years old ( $\bar{X} = 5.36$ ). In addition, respondents in the age group 21 – 30 years old ( $\bar{X} = 5.90$ ) are more concerned about job security than respondents in the age group less than or equal to 20 years old ( $\bar{X} = 5.07$ ). Furthermore, respondents in the age group 21 – 30 years old ( $\bar{X} = 3.86$ ) are more engaged in the opportunity for advancement than respondents in the age group more than 30 years old ( $\bar{X} = 3.04$ ). Lastly, respondents in the age group 21 – 30 years old ( $\bar{X} = 6.10$ ) considered relationship with colleagues more influential in their decision to quit a job than respondents in the age group less than or equal to 20 years old ( $\bar{X} = 5.29$ ).

**Table 4.15:** Means, standard deviations and “t-test” on influencing factors of previous Thai restaurant identified by gender (n = 208)

Factors	Gender				t	p-value
	Male		Female			
	X	SD	X	SD		
The work itself	5.64	1.731	5.70	1.487	0.256	0.798
Pay	6.74	0.737	6.76	0.676	0.191	0.849
Benefits	3.50	1.664	2.95	1.753	2.295	0.023*
Physical work condition	5.38	0.947	5.53	1.106	1.042	0.299
Job security	5.27	1.231	5.25	1.404	0.058	0.953
Opportunity for advancement	3.16	1.876	3.00	1.812	0.638	0.524
Working hours	3.44	2.135	3.80	1.891	1.285	0.200
Relationship with colleagues	5.63	1.161	5.58	1.222	0.307	0.759
Recognition	3.32	1.690	3.21	1.665	0.460	0.646
Training	3.12	1.682	2.95	1.549	0.790	0.431
Amount of workload	3.02	1.937	3.30	1.904	1.049	0.296
Empowerment	3.62	1.870	3.67	1.935	0.190	0.849
Feedback of performance	3.00	1.553	2.55	1.506	2.098	0.037*
Job fit	5.37	1.311	5.36	1.209	0.021	0.983
Location of job	5.50	1.480	5.55	1.185	0.295	0.768

\*Significant at the 0.05 level

Table 4.15 shows the means, standard deviations and t-test on influencing factors of previous Thai restaurant by gender. Gender was classified into two groups: male and female. The results confirmed that there were no statistically significant differences on the overall influencing factors of employee turnover of previous Thai restaurant by gender. However, gender has statistically significant differences on benefits with a p-value < 0.023 and feedback of performance with a p-value < 0.037. Moreover, by comparing the means by gender and the influencing factors of employee

turnover of previous Thai restaurant, benefits and feedback of performance, there is a greater influence on males (mean scores of 3.50 and 3.00, respectively) to quit a job more than on females with mean scores of 2.95 and 2.55, respectively.

**Table 4.16:** Means, standard deviations and “t-test” on influencing factors of current Thai restaurant identified by gender (n = 208)

Factors	Gender				t	p-value
	Male		Female			
	X	SD	X	SD		
The work itself	6.05	1.395	6.33	0.930	1.659	0.099
Pay	6.86	0.574	6.87	0.431	0.223	0.824
Benefits	3.67	1.728	3.24	1.827	1.767	0.079
Physical work condition	5.72	0.928	5.91	0.953	1.411	0.160
Job security	5.71	1.184	5.88	1.090	1.062	0.289
Opportunity for advancement	3.52	1.884	3.40	1.858	0.463	0.644
Working hours	3.97	2.122	4.55	1.899	2.053	0.041*
Relationship with colleagues	5.93	1.058	5.97	1.145	0.288	0.774
Recognition	3.62	1.628	3.63	1.613	0.021	0.983
Training	3.30	1.694	3.33	1.563	0.139	0.890
Amount of workload	3.30	1.917	3.88	1.952	2.179	0.030*
Empowerment	4.00	1.974	4.17	2.045	0.618	0.537
Feedback of performance	3.44	1.663	3.05	1.613	1.690	0.093
Job fit	5.88	1.278	5.92	0.969	0.260	0.795
Location of job	6.14	1.103	6.33	0.825	1.374	0.171

\*Significant at the 0.05 level

Table 4.16 depicts the means, standard deviations and t-test on influencing factors of current Thai restaurant by gender. Gender was classified into two groups: male and female. The results confirmed that there were only statistically significant

differences on working hours with a  $p$ -value  $< 0.041$  and amount of workload with a  $p$ -value  $< 0.030$ , whereas there were no statistically significant differences on the overall influencing factors of employee turnover of current Thai restaurant by gender. Furthermore, by comparing means by gender and the influencing factors of employee turnover of current Thai restaurant, working hours and amount of workload, there is a greater influence on females (mean scores of 4.55 and 3.88, respectively) to quit a job more than on males with mean scores of 3.97 and 3.30, respectively.

**Table 4.17:** Means, standard deviations and “t-test” on influencing factors of previous Thai restaurant identified by ethnic group (n = 208)

Factors	Ethnic Group				t	p-value
	Thai		Non-Thai			
	$\bar{X}$	SD	$\bar{X}$	SD		
The work itself	5.76	1.536	5.57	1.686	0.864	0.389
Pay	6.76	0.753	6.75	0.640	0.088	0.930
Benefits	3.28	1.598	3.12	1.886	0.670	0.504
Physical work condition	5.53	1.083	5.37	0.969	1.082	0.280
Job security	5.30	1.280	5.21	1.379	0.515	0.607
Opportunity for advancement	3.03	1.820	3.14	1.873	0.449	0.654
Working hours	3.67	1.959	3.58	2.087	0.342	0.733
Relationship with colleagues	5.66	1.165	5.54	1.226	0.671	0.503
Recognition	3.24	1.608	3.28	1.762	0.176	0.860
Training	2.98	1.532	3.09	1.714	0.462	0.644
Amount of workload	3.22	1.960	3.11	1.878	0.398	0.691
Empowerment	3.66	1.933	3.63	1.868	0.125	0.900
Feedback of performance	2.67	1.520	2.88	1.568	0.967	0.335
Job fit	5.43	1.136	5.28	1.393	0.846	0.398
Location of job	5.58	1.238	5.47	1.441	0.593	0.554

\*Significant at the 0.05 level

Table 4.17 shows the means, standard deviations and t-test results on influencing factors of previous Thai restaurant by ethnic group. Ethnic group was classified into two groups: Thai and Non-Thai. Surprisingly, the results revealed that there were no statistically significant differences on the influencing factors by ethnic group.

**Table 4.18:** Means, standard deviations and “t-test” on influencing factors of current Thai restaurant identified by ethnic group (n = 208)

Factors	Ethnic Group				t	p-value
	Thai		Non-Thai			
	$\bar{X}$	SD	$\bar{X}$	SD		
The work itself	6.33	1.045	6.03	1.313	1.804	0.043*
Pay	6.88	0.460	6.85	0.553	0.448	0.655
Benefits	3.48	1.644	3.39	1.967	0.358	0.721
Physical work condition	5.87	0.956	5.76	0.930	0.833	0.406
Job security	5.85	1.024	5.74	1.266	0.720	0.472
Opportunity for advancement	3.44	1.838	3.48	1.913	0.148	0.883
Working hours	4.33	1.959	4.21	2.110	0.428	0.669
Relationship with colleagues	6.02	1.111	5.87	1.092	0.959	0.338
Recognition	3.66	1.583	3.59	1.665	0.302	0.763
Training	3.28	1.614	3.35	1.640	0.279	0.780
Amount of workload	3.74	1.961	3.43	1.940	1.125	0.262
Empowerment	4.12	2.082	4.05	1.924	0.236	0.814
Feedback of performance	3.09	1.661	3.42	1.612	1.476	0.142
Job fit	5.97	1.004	5.82	1.257	0.959	0.339
Location of job	6.23	0.908	6.25	1.044	0.127	0.899

\*Significant at the 0.05 level

Table 4.18 presents the means, standard deviations and t-test results on influencing factors of current Thai restaurant by ethnic group. Ethnic group was

classified into two groups: Thai and Non-Thai. The results confirmed that there were only statistically significant differences on the work itself with a p-value < 0.043 whereas there were no statistically significant differences on the overall influencing factors of employee turnover of current Thai restaurant by ethnic group. Additionally, by comparing the means by ethnic group and the influencing factors of employee turnover of current Thai restaurant, the work itself influence respondents who are Thai with the mean score of 6.33, to quit a job more than it influence respondents who are non-Thai with a mean score of 6.03.

**Table 4.19:** Means, standard deviations and analysis of variance “ANOVA” on influencing factors of previous Thai restaurant identified by education level (n = 208)

Factors	Education Level						F	p-value
	< Bachelor		Bachelor		Masters			
	X	SD	X	SD	X	SD		
The work itself	4.91	2.031	5.87	1.406	6.14	1.167	7.410	0.001*
Pay	6.68	0.783	6.78	0.670	6.79	0.802	0.335	0.716
Benefits	2.70	1.852	3.35	1.703	3.50	1.286	2.731	0.068
Physical work condition	5.02	1.260	5.57	0.852	5.71	1.541	5.752	0.004*
Job security	4.62	1.649	5.44	1.123	5.57	1.453	7.706	0.001*
Opportunity for advancement	2.74	1.905	3.20	1.775	2.86	2.248	1.220	0.297
Working hours	3.30	2.206	3.82	1.902	2.79	2.259	2.539	0.081
Relationship with colleagues	5.23	1.478	5.69	1.084	6.00	0.961	3.480	0.033*
Recognition	3.23	1.760	3.19	1.640	4.07	1.639	1.791	0.169
Training	3.17	1.633	2.94	1.601	3.50	1.653	1.008	0.367

**Table 4.19:** Means, standard deviations and analysis of variance “ANOVA” on influencing factors of previous Thai restaurant identified by education level (n = 208) (Cont.)

Factors	Education Level						F	p-value
	< Bachelor		Bachelor		Masters			
	X	SD	X	SD	X	SD		
Amount of workload	2.68	1.807	3.34	1.943	3.00	1.881	2.182	0.115
Empowerment	3.57	1.766	3.67	1.935	3.71	2.091	0.050	0.951
Feedback of performance	3.06	1.552	2.63	1.549	3.14	1.292	1.862	0.158
Job fit	5.15	1.560	5.44	1.111	5.36	1.550	0.927	0.398
Location of job	5.36	1.580	5.57	1.266	5.64	1.082	0.496	0.610

\*Significant at the 0.05 level

**Table 4.20:** Post hoc test results for significant differences for education level and previous Thai restaurant

Factors	Education level differences	p-value
<b>The work itself</b>	< Bachelor and Bachelor	0.001
	< Bachelor and Masters	0.031
<b>Physical work condition</b>	< Bachelor and Bachelor	0.004
<b>Job security</b>	< Bachelor and Bachelor	0.001
	< Bachelor and Masters	0.046
<b>Relationship with colleague</b>	< Bachelor and Masters	0.033

Table 4.19 illustrates the analysis of variance on factors influencing employee turnover of previous Thai restaurant identified by education level. Education level was classified into three groups: less than bachelor's degree, bachelor's degree and master's degree. The finding indicated that there were statistically significant differences in the work itself with a p-value  $< 0.001$ ; physical work condition with a p-value  $< 0.004$ ; job security with a p-value  $< 0.001$ ; and relationship with colleagues with a p-value  $< 0.033$ .

Subsequently, the post hoc test (Table 4.20) was conducted to identify which education level group had the statistically significant differences on the work itself, physical work condition, job security and relationship with colleagues. The results of the post hoc test showed that the work itself influences respondents with an education level of a bachelor's degree ( $\bar{X} = 5.87$ ) to quit a job more than it influences the respondents with an education level of less than bachelor's degree ( $\bar{X} = 4.91$ ), while the work itself has less influence on respondents with an education level of less than bachelor's degree ( $\bar{X} = 4.91$ ) to quit a job than it has on respondents with an education level of a master's degree ( $\bar{X} = 6.14$ ). In addition, physical work condition has more influence on respondents with an education level of a bachelor's degree ( $\bar{X} = 5.57$ ) to quit a job than respondents with an education level of less than bachelor's degree ( $\bar{X} = 5.02$ ). Furthermore, respondents with an education level of a bachelor's degree ( $\bar{X} = 5.44$ ) and a master's degree ( $\bar{X} = 5.57$ ) are more concerned about job security than respondents with an education level of less than a bachelor's degree ( $\bar{X} = 4.62$ ). Lastly, respondents with an education level of a master's degree ( $\bar{X} = 6.00$ ) considered relationship with colleagues more influential in their decision to quit a job than respondents with an education level of less than a bachelor's degree ( $\bar{X} = 5.23$ ).

**Table 4.21:** Means, standard deviations and analysis of variance “ANOVA” on influencing factors of current Thai restaurant identified by education level (n = 208)

Factors	Education Level						F	p-value
	< Bachelor		Bachelor		Masters			
	<i>X</i>	SD	<i>X</i>	SD	<i>X</i>	SD		
The work itself	5.47	1.640	6.39	0.917	6.64	0.745	13.369	0.000*
Pay	6.77	0.729	6.90	0.401	6.86	0.535	1.234	0.293
Benefits	3.15	1.933	3.52	1.784	3.57	1.284	0.819	0.443
Physical work condition	5.45	1.299	5.90	0.765	6.29	0.914	6.172	0.002*
Job security	5.28	1.542	5.93	0.937	6.29	0.914	7.624	0.001*
Opportunity for advancement	3.13	1.996	3.59	1.778	3.21	2.293	1.197	0.304
Working hours	3.79	2.146	4.47	1.906	3.86	2.568	2.374	0.096
Relationship with colleagues	5.66	1.307	6.01	1.034	6.29	0.914	2.563	0.080
Recognition	3.45	1.515	3.61	1.645	4.43	1.505	2.047	0.132
Training	3.34	1.403	3.23	1.700	4.07	1.328	1.736	0.179
Amount of workload	3.36	1.847	3.71	1.963	3.36	2.240	0.678	0.509
Empowerment	3.91	1.804	4.17	2.055	3.86	2.248	0.387	0.680
Feedback of performance	3.51	1.640	3.12	1.645	3.57	1.604	1.346	0.263
Job fit	5.62	1.526	5.94	0.967	6.43	0.852	3.199	0.043*
Location of job	6.09	1.349	6.30	0.797	6.14	1.099	0.948	0.389

\*Significant at the 0.05 level

**Table 4.22:** Post hoc tests for significant differences for education level and current Thai restaurant

<b>Factors</b>	<b>Education level differences</b>	<b>p-value</b>
<b>The work itself</b>	< Bachelor and Bachelor	0.000
	< Bachelor and Masters	0.002
<b>Physical work condition</b>	< Bachelor and Bachelor	0.012
	< Bachelor and Masters	0.009
<b>Job security</b>	< Bachelor and Bachelor	0.002
	< Bachelor and Masters	0.009
<b>Job fit</b>	< Bachelor and Bachelor	0.043

Table 4.21 describes the analysis of variance on factors influencing employee turnover of current Thai restaurants by education level. Education level was classified into three groups: less than bachelor’s degree, bachelor’s degree and master’s degree. The results indicated that the work itself with a p-value < 0.000; physical work condition with a p-value < 0.002; job security with a p-value < 0.001; and job fit with a p-value < 0.043 had statistically significant differences for the factors influencing employee turnover of current Thai restaurants by education level.

Table 4.22 shows results of the post hoc test, identifying in detail which education level had the statistically significant differences on the work itself, physical work condition, job security and job fit. The results also reveal that the work itself influences respondents with an education level of a bachelor’s degree ( $\bar{X} = 6.39$ ) to quit a job more than it influences respondents with an education level of less than a bachelor’s degree ( $\bar{X} = 5.47$ ), while the work itself has less influence on respondents with an education level of less than bachelor’s degree ( $\bar{X} = 5.47$ ) to quit a job than it has on respondents with an education level of a master’s degree ( $\bar{X} = 6.64$ ). In addition, physical work condition has more influence on respondents with an education level of a bachelor’s degree ( $\bar{X} = 5.90$ ) and a master’s degree ( $\bar{X} = 6.29$ ) to quit a job than respondents with an education level of less than a bachelor’s degree ( $\bar{X} = 5.45$ ). Moreover, respondents with an education level of a bachelor’s degree ( $\bar{X} =$

5.93) and a master's degree ( $\bar{X} = 6.29$ ) are more concerned about job security than respondents with an education level of less than a bachelor's degree ( $\bar{X} = 5.28$ ). Lastly, respondents with an education level of a bachelor's degree ( $\bar{X} = 6.30$ ) considered job fit more influential in their decision to quit a job than respondents with an education level of less than a bachelor's degree ( $\bar{X} = 6.09$ ).

**Table 4.23:** Means, standard deviations and “t-test” on influencing factors of previous Thai restaurant identified by marital status (n = 208)

Factors	Marital Status				t	p-value
	Single		Married			
	$\bar{X}$	SD	$\bar{X}$	SD		
The work itself	5.65	1.475	5.70	1.748	0.206	0.837
Pay	6.75	0.593	6.76	0.818	0.106	0.916
Benefits	3.08	1.650	3.36	1.813	1.183	0.238
Physical work condition	5.46	0.958	5.46	1.123	0.021	0.984
Job security	5.16	1.263	5.38	1.386	1.166	0.245
Opportunity for advancement	3.11	1.742	3.04	1.957	0.255	0.799
Working hours	3.18	1.946	4.16	1.970	3.592	0.000*
Relationship with colleagues	5.71	1.242	5.49	1.124	1.305	0.193
Recognition	3.38	1.699	3.13	1.643	1.074	0.284
Training	3.00	1.622	3.06	1.608	0.278	0.781
Amount of workload	3.00	1.959	3.36	1.864	1.368	0.173
Empowerment	3.57	1.863	3.74	1.948	0.635	0.526
Feedback of performance	2.68	1.508	2.86	1.580	0.867	0.387
Job fit	5.27	1.237	5.48	1.273	1.212	0.227
Location of job	5.47	1.170	5.59	1.498	0.651	0.516

\*Significant at the 0.05 level

Table 4.23 shows the means, standard deviations and t-test on influencing factors of previous Thai restaurant by marital status. Marital status was classified into

two groups: single and married. The results revealed that there were only statistically significant differences on working hours with a p-value < 0.000, whereas there were no statistical differences for the overall influencing factors of previous Thai restaurant by marital status. Moreover, by comparing the means among marital status and the influencing factors of employee turnover of previous Thai restaurant, working hours influence respondents who are married, with a mean score of 4.16, to quit a job more than it influence respondents who are single, with mean score of 3.18.

**Table 4.24:** Means, standard deviations and “t-test” on influencing factors of current Thai restaurant identified by marital status (n = 208)

Factors	Marital Status				t	p-value
	Single		Married			
	<i>X</i>	SD	<i>X</i>	SD		
The work itself	6.21	1.102	6.18	1.265	0.227	0.821
Pay	6.87	0.474	6.86	0.535	0.021	0.983
Benefits	3.30	1.765	3.60	1.815	1.209	0.228
Physical work condition	5.86	0.847	5.78	1.048	0.577	0.564
Job security	5.71	1.158	5.91	1.106	1.217	0.225
Opportunity for advancement	3.63	1.840	3.25	1.886	1.483	0.140
Working hours	3.75	2.007	4.89	1.874	4.215	0.000*
Relationship with colleagues	6.03	1.078	5.86	1.130	1.058	0.291
Recognition	3.70	1.692	3.54	1.528	0.688	0.493
Training	3.36	1.692	3.26	1.544	0.428	0.669
Amount of workload	3.17	1.981	4.11	1.800	3.603	0.000*
Empowerment	3.99	1.993	4.21	2.031	0.777	0.438
Feedback of performance	3.21	1.656	3.27	1.638	0.286	0.775
Job fit	5.82	1.050	5.99	1.201	1.077	0.283
Location of job	6.20	0.858	6.29	1.085	0.706	0.481

\*Significant at the 0.05 level

Table 4.24 shows the means, standard deviations and t-test results on influencing factors of current Thai restaurant by marital status. Marital status was classified into two groups: single and married. The results confirmed that there were no statistically significant differences for the overall influencing factors of current Thai restaurant by marital status. However, marital status has statistically significant differences on working hours with a p-value < 0.000 and amount of workload with a p-value < 0.000. Furthermore, by comparing the means of marital status and the influencing factors of employee turnover of current Thai restaurant, working hours and amount of workload, there is a greater influence on respondents who are married (mean scores of 4.89 and 4.11, respectively) to quit a job more than respondents who are single with mean scores of 3.75 and 3.17, respectively.

### 4.3 The Relationship between Demographic Characteristics and Turnover Intention

This section presents the statistical analysis of the relationship of the predictive power of demographic characteristics and turnover intention. Each pair was accepted to have significant relationship when  $p < 0.05$ . The statistical analysis of means, standard deviations, t-test and analysis of variance (ANOVA) analyses were used to analyze the data obtained.

**Table 4.25:** Means, standard deviations and analysis of variance “ANOVA” on turnover intention of current Thai restaurant identified by age group (n = 208)

Factors	Age Group						F	p-value
	≤ 20		21 - 30		> 30			
	X	SD	X	SD	X	SD		
Turnover Intention	4.86	1.994	4.34	1.877	4.72	2.260	0.992	0.372

\*Significant at the 0.05 level

Table 4.25 shows the analysis of variance on turnover intention of current Thai restaurant identified by age group. Age group was classified into three groups: less than or equal to 20 years old, 21 – 30 years old and more than 30 years old. The results revealed that there was no statistically significant difference while comparing the effect of the respondent’s age group on turnover intention with a p-value > 0.372. Therefore, it is not necessary to conduct the post hoc test.

**Table 4.26:** Means, standard deviations and “t-test” on turnover intention of current job identified by gender (n = 208)

Factors	Gender				t	p-value
	Male		Female			
	<i>X</i>	SD	<i>X</i>	SD		
Turnover intention	4.74	2.062	4.37	2.071	1.296	0.196

\*Significant at the 0.05 level

Table 4.26 illustrates the means, standard deviations and t-test results on turnover intention of current job by gender. Gender was classified into two groups: male and female. The results indicated that there was no statistically significant difference with regards to gender for turnover intention of current job with a p-value > 0.196.

**Table 4.27:** Means, standard deviations and “t-test” on turnover intention of current job identified by ethnic group (n = 208)

Factors	Ethnic Group				t	p-value
	Thai		Non-Thai			
	<i>X</i>	SD	<i>X</i>	SD		
Turnover intention	4.46	2.108	4.66	2.029	0.712	0.477

\*Significant at the 0.05 level

Table 4.27 illustrates the means, standard deviations and t-test results for turnover intention of current job by ethnic group. Ethnic group was classified into two

groups: Thai and Non-Thai. The results indicated that there was no statistically significant difference with regards to ethnic group and turnover intention of current job with a p-value > 0.477.

**Table 4.28:** Means, standard deviations and analysis of variance “ANOVA” on turnover intention of current Thai restaurant identified by education level (n = 208)

Factors	Education Level						F	p-value
	< Bachelor		Bachelor		Masters			
	$\bar{X}$	SD	$\bar{X}$	SD	$\bar{X}$	SD		
Turnover Intention	5.38	1.895	4.49	2.011	2.36	1.550	13.084	0.000*

\*Significant at the 0.05 level

**Table 4.29:** Post hoc tests for significant differences for education level and turnover intention

Factors	Education level differences	p-value
Turnover Intention	< Bachelor and Bachelor	0.021
	< Bachelor and Masters	0.000
	Bachelor and Masters	0.000

Table 4.28 shows the analysis of variance on turnover intention of current Thai restaurant identified by education level. Education level was classified into three groups: less than bachelor’s degree, bachelor’s degree and master’s degree. The results revealed that there was a statistically significant difference between respondents’ education level and turnover intention with a p-value < 0.000.

The post hoc test (shown in Table 4.29) was conducted to identify which education level had a statistically significant difference on the employee’s turnover intention. The results of the post hoc test indicated that the respondents with an education level of less than bachelor’s degree ( $\bar{X} = 5.38$ ) tended to have higher turnover intention than respondents with an education level of a bachelor’s degree ( $\bar{X} = 4.49$ ). Likewise, respondents with an education level of less than bachelor’s degree

( $\bar{X} = 5.38$ ) tended to have higher turnover intention than respondents with an education level of a master’s degree ( $\bar{X} = 2.36$ ). Conversely, respondents with an education level of a master’s degree ( $\bar{X} = 2.36$ ) tended to have less turnover intention than respondents with an education level of a bachelor’s degree ( $\bar{X} = 4.49$ ).

**Table 4.30:** Means, standard deviations and “t-test” on turnover intention of current job identified by marital status (n = 208)

Factors	Marital Status				t	p-value
	Single		Married			
	$\bar{X}$	SD	$\bar{X}$	SD		
Turnover intention	4.37	1.995	4.76	2.146	1.372	0.172

\*Significant at the 0.05 level

Table 4.30 shows the means, standard deviations and t-test results on turnover intention of current job by marital status. Marital status was classified into two groups: single and married. The results indicated that there was no statistically significant difference with regards to marital status and turnover intention of current job with a p-value > 0.172.

#### 4.4 The Relationship between Demographic Characteristics and Work Experience

This section presents the analysis of the relationship between demographic characteristics and work experience using Pearson Chi-square. The Pearson Chi-square test is used to test the relationships between the pairs of factors of the respondents’ demographic characteristics and work experience. Each pair is accepted to have a significant relationship when  $p < 0.05$  and no more than 25% of all cases have an expected count less than 5.

**Table 4.31:** Association between the respondents' age and position using Pearson Chi-square (n = 208)

Age Group	Position					
	Manager	Bartender	Host/Hostess	Wait staff	Kitchen staff	Bus person
Age: ≤ 30	9	1	14	50	18	20
	8.0%	0.9%	12.5%	44.6%	16.1%	17.9%
> 30	14	1	2	45	33	1
	14.6%	1.0%	2.1%	46.9%	34.4%	1.0%

**Table 4.32:** Chi-square test table – age and position

	Value	df	Asymp. Sig.
Pearson Chi-Square	30.904(a)	5	0.000*

a. 2 cells (16.7%) have expected count less than 5.

Table 4.31 illustrates the association between respondents' age and position by Pearson Chi-square. Positions were divided into six groups: manager, bartender, host/hostess, wait staff, kitchen staff and bus person and were categorized by age group. The results show that the majority of the employees of both age groups work as wait staff. The findings also revealed that the respondents who are at the age of over 30 years old mostly worked as a manager (14.6%) and kitchen staff (34.4%). However, respondents working as host/hostess (12.5%) and bus person (17.9%) were mostly in the age group of less than or equal to 30 years old. From Table 4.32, the Chi-square analysis was used to inspect the relationship between age and position. The findings showed that there were significant relationships between the two variables with a p-value < 0.000.

**Table 4.33:** Association between respondents’ age and length of service working at the previous Thai restaurant using Pearson Chi-square (n = 208)

Age Group		Previous Restaurant			
		< 3 months	3-6 months	7-12 months	> 12 months
Age: ≤ 30		3	19	46	44
		2.7%	17.0%	41.1%	39.3%
> 30		1	3	21	71
		1.0%	3.1%	21.9%	74.0%

**Table 4.34:** Chi-square test table – age and length of service working at the previous Thai restaurant

	Value	df	Asymp. Sig.
Pearson Chi-Square	27.234(a)	3	0.000*

a. 2 cells (25.0%) have expected count less than 5.

Table 4.33 shows the association between respondents’ age and length of service working at the previous Thai restaurant using Pearson Chi-square. Length of service was divided into four groups: less than 3 months, 3 – 6 months, 7 – 12 months and over 12 months and were categorized by age group. The results show that most respondents at the age of less than or equal to 30 years old quit between 3 – 6 months (17.0%), 7 – 12 month (41.1%) and more than 12 months (39.3%) of working at the previous Thai restaurant. However, most respondents at the age of over 30 years old stayed at the previous Thai restaurant for more than 12 months (74.0%) before quitting. The Chi-square analysis (Table 4.34) was used to inspect the relationship between age and length of service working at the previous Thai restaurant. The findings show that there were significant relationships between the two variables with a p-value < 0.000.

**Table 4.35:** Association between respondents' age and work experience in the restaurant industry using Pearson Chi-square (n = 208)

Age Group		Experience in restaurant industry	
		≤ 2 years	> 2 years
Age: ≤ 20		13	1
		92.9%	7.1%
21-30		33	65
		33.7%	66.3%
>30		7	89
		7.3%	92.7%

**Table 4.36:** Chi-square test table – age and work experience in the restaurant industry

	Value	df	Asymp. Sig.
Pearson Chi-Square	53.661(a)	2	0.000*

a. 1 cells (16.7%) have expected count less than 5.

Table 4.35 emphasizes the association between respondents' age and work experience in the restaurant industry using Pearson Chi-square. Work experience in the restaurant industry was divided into two groups: less than or equal to 2 years and over 2 years and were categorized by age group. The results show that respondents at the age of less than or equal to 20 years old had less than or equal to 2 years (92.9%) of work experience in the restaurant industry, while respondents between the age of 21 – 30 years old and over 30 years old had been working in the restaurant industry for more than 2 years (66.3% and 92.7%, respectively). The Chi-square analysis (Table 4.36) was used to inspect the relationship between age and work experience in the restaurant industry. The findings show that there were significant relationships between the two variables with a p-value < 0.000.

**Table 4.37:** Association between the respondents’ age and length of service working at the current Thai restaurant using Pearson Chi-square (n = 208)

Age Group	Current Restaurant				
	< 3 months	3-6 months	7-12 months	13-24 months	> 24 months
Age: ≤ 30	10 8.9%	25 22.3%	30 26.8%	23 20.5%	24 21.4%
>30	3 3.1%	8 8.3%	14 14.6%	16 16.7%	55 57.3%

**Table 4.38:** Chi-square test table – age and length of service working at the current Thai restaurant

	Value	df	Asymp. Sig.
Pearson Chi-Square	30.717(a)	4	0.000*

a. 0 cells (0.0%) have expected count less than 5.

Table 4.37 illustrates the association between respondents’ age and length of service at the current Thai restaurant using Pearson Chi-square. Length of service was divided into five groups: less than 3 months, 3 – 6 months, 7 – 12 months, 13 – 24 months and more than 24 months and were categorized by age group. The results show that respondents at the age of less than or equal to 30 years old had been working at the current Thai restaurant for less than 3 months (8.9%), 3 – 6 months (22.3%), 7 – 12 months (26.8%), 13 – 24 months (20.5%) and over 24 months (21.4%), while respondents at the age group of over 30 years old had been working at the current Thai restaurant for less than 3 months (3.1%), 3 – 6 months (8.3%), 7 – 12 months (14.6%), 13 – 24 months (16.7%) and over 24 months (57.3%). The Chi-square analysis (Table 4.38) was used to inspect the relationship between age and length of service working at the current Thai restaurant. The findings show that there were significant relationships between the two variables with a p-value < 0.000.

**Table 4.39:** Association between respondents' gender and position using Pearson Chi-square (n = 208)

Gender	Position					
	Manager	Bartender	Host/Hostess	Wait staff	Kitchen staff	Bus person
Gender: Male	7 7.1%	2 2.0%	0 0.0%	43 43.9%	30 30.6%	16 16.3%
Female	16 14.5%	0 0.0%	16 14.5%	52 47.3%	21 19.1%	5 4.5%

**Table 4.40:** Chi-square test table – gender and position

	Value	df	Asymp. Sig.
Pearson Chi-Square	29.129(a)	5	0.000*

a. 2 cells (16.7%) have expected count less than 5.

Table 4.39 explains the association between respondents' gender and position using Pearson Chi-square. Positions were divided into six groups: manager, bartender, host/hostess, wait staff, kitchen staff and bus person and were categorized by gender. The results show that most females were managers (14.5%) and hosts/hostesses (14.5%). However, the position of kitchen staff (30.6%) and bus persons (16.3%) were mostly occupied by males. Wait staff were very close between males (43.9%) and females (47.3%). The Chi-square analysis (Table 4.40) was used to inspect the relationship between gender and position. The findings showed that there were significant relationships between the two variables with a p-value < 0.000.

**Table 4.41:** Association between respondents' gender and length of service working at the previous Thai restaurant using Pearson Chi-square (n = 208)

Gender	Previous Restaurant			
	< 3 months	3-6 months	7-12 months	> 12 months
Gender: Male	3 3.1%	10 10.2%	29 29.6%	56 57.1%
Female	1 .9%	12 10.9%	38 34.5%	59 53.6%

**Table 4.42:** Chi-square test table – gender and length of service working at the previous Thai restaurant

	Value	df	Asymp. Sig.
Pearson Chi-Square	1.783(a)	3	0.619

a. 2 cells (25.0%) have expected count less than 5.

Table 4.41 emphasizes the association between respondents' gender and length of service working at the previous Thai restaurant using Pearson Chi-square. Length of service was divided into four groups: less than 3 months, 3 – 6 months, 7 – 12 months and over 12 months and were categorized by gender. The Chi-square analysis (Table 4.42) was used to inspect the relationship between gender and length of service working at the previous Thai restaurant. The findings confirmed that there were no significant relationships between the two variables with a p-value < 0.619.

**Table 4.43:** Association between respondents' gender and work experience in the restaurant industry using Pearson Chi-square (n = 208)

Gender		Experience in restaurant industry	
		≤ 2 years	> 2 years
Gender:	Male	25 25.5%	73 74.5%
	Female	28 25.5%	82 74.5%

**Table 4.44:** Chi-square test table – gender and work experience in the restaurant industry

	Value	df	Asymp. Sig.
Pearson Chi-Square	0.000(a)	1	0.993

a. 0 cells (0.0%) have expected count less than 5.

Table 4.43 illustrates the association between respondents' gender and work experience in the restaurant industry. Work experience in the restaurant industry was divided into two groups: less than or equal to 2 years and over 2 years and were categorized by gender. The Chi-square analysis (Table 4.44) was used to inspect the relationship between gender and work experience in the restaurant industry. The findings revealed that there were no significant relationships between the two variables with a p-value < 0.993.

**Table 4.45:** Association between respondents' gender and length of service working at the current Thai restaurant using Pearson Chi-square (n = 208)

Gender	Current Restaurant				
	< 3 months	3-6 months	7-12 months	13-24 months	> 24 months
<b>Gender: Male</b>	6	18	18	22	34
	6.1%	18.4%	18.4%	22.4%	34.7%
Female	7	15	26	17	45
	6.4%	13.6%	23.6%	15.5%	40.9%

**Table 4.46:** Chi-square test table – gender and length of service working in the current Thai restaurant

	Value	df	Asymp. Sig.
Pearson Chi-Square	3.296(a)	4	0.510

a. 0 cells (0.0%) have expected count less than 5.

Table 4.45 explains the association between respondents' gender and length of service working in the current Thai restaurant. Length of service was divided into five groups: less than 3 months, 3 – 6 months, 7 – 12 months, 13 – 24 months and more than 24 months and were categorized by gender. The Chi-square analysis (Table 4.46) was used to inspect the relationship between gender and length of service working at the current Thai restaurant. The findings revealed that there were no significant relationships between the two variables with a p-value < 0.510.

**Table 4.47:** Association between respondents' ethnic group and position using Pearson Chi-square (n = 208)

Ethnic Group	Position					
	Manager	Bartender	Host/Hostess	Wait staff	Kitchen staff	Bus person
<b>Ethnic:</b> Thai	15 12.9%	1 0.9%	9 7.8%	58 50.0%	27 23.3%	6 5.2%
Non-Thai	8 8.7%	1 1.1%	7 7.6%	37 40.2%	24 26.1%	15 16.3%

**Table 4.48:** Chi-square test table – ethnic group and position

	Value	df	Asymp. Sig.
Pearson Chi-Square	8.399(a)	5	0.136

a. 2 cells (16.7%) have expected count less than 5.

Table 4.47 emphasizes the association between respondents' ethnic group and position using Pearson Chi-square. Positions were divided into six groups: manager, bartender, host/hostess, wait staff, kitchen staff and bus person and were categorized by ethnic group. The Chi-square analysis (Table 4.48) was used to inspect the relationship between ethnic group and position. The findings revealed that there were no significant relationships between the two variables with a p-value < 0.136.

**Table 4.49:** Association between respondents’ ethnic group and length of service working at the previous Thai restaurant using Pearson Chi-square (n = 208)

Ethnic Group	Previous Restaurant			
	< 3 months	3-6 months	7-12 months	> 12 months
<b>Ethnic:</b> Thai	2 1.7%	10 8.6%	41 35.3%	63 54.3%
Non-Thai	2 2.2%	12 13.0%	26 28.3%	52 56.5%

**Table 4.50:** Chi-square test table – ethnic group and length of service working at the previous Thai restaurant

	Value	df	Asymp. Sig.
Pearson Chi-Square	1.848(a)	3	0.605

a. 2 cells (25.0%) have expected count less than 5.

Table 4.49 illustrates the association between respondents’ ethnic group and length of service working at the previous Thai restaurant using Pearson Chi-square. Length of service was divided into four groups: less than 3 months, 3 – 6 months, 7 – 12 months and over 12 months and were categorized by ethnic group. The Chi-square analysis (Table 4.50) was used to inspect the relationship between ethnic group and length of service at the previous Thai restaurant. The findings confirmed that there were no significant relationships between the two variables with a p-value < 0.605.

**Table 4.51:** Association between respondents' ethnic group and work experience in the restaurant industry using Pearson Chi-square (n = 208)

Ethnic Group		Experience in restaurant industry	
		≤ 2 years	> 2 years
Ethnic:	Thai	24 20.7%	92 79.3%
	Non-Thai	29 31.5%	63 68.5%

**Table 4.52:** Chi-square test table – ethnic group and work experience in the restaurant industry

	Value	df	Asymp. Sig.
Pearson Chi-Square	3.170(a)	1	0.075

a. 0 cells (0.0%) have expected count less than 5.

Table 4.51 explains the association between respondents' ethnic group and work experience in the restaurant industry. Work experience in the restaurant industry was divided into two groups: less than or equal to 2 years and over 2 years and are categorized by ethnic group. The Chi-square analysis (Table 4.52) was used to inspect the relationship between ethnic group and work experience in the restaurant industry. The findings revealed that there were no significant relationships between the two variables with a p-value < 0.075.

**Table 4.53:** Association between respondents' ethnic group and length of service working at the current Thai restaurant using Pearson Chi-square (n = 208)

Ethnic Group		Current Restaurant				
		< 3 months	3-6 months	7-12 months	13-24 months	> 24 months
Ethnic:	Thai	5 4.3%	14 12.1%	26 22.4%	25 21.6%	46 39.7%
	Non-Thai	8 8.7%	19 20.7%	18 19.6%	14 15.2%	33 35.9%

**Table 4.54:** Chi-square test table – ethnic group and length of service working in the current Thai restaurant

	Value	df	Asymp. Sig.
Pearson Chi-Square	5.450(a)	4	0.244

a. 0 cells (0.0%) have expected count less than 5.

Table 4.53 emphasizes the association between respondents’ ethnic group and length of service working in the current Thai restaurant. Length of service was divided into five groups: less than 3 months, 3 – 6 months, 7 – 12 months, 13 – 24 months and more than 24 months and were categorized by ethnic group. The Chi-square analysis (Table 4.54) was used to inspect the relationship between gender and length of service working at the current Thai restaurant. The findings confirmed that there were no significant relationships between the two variables with a p-value < 0.244.

**Table 4.55:** Association between respondents’ marital status and position using Pearson Chi-square (n = 208)

Marital Status	Position					
	Manager	Bartender	Host/Hostess	Wait staff	Kitchen staff	Bus person
<b>Marital:</b> Single	8 7.1%	1 0.9%	12 10.7%	54 48.2%	19 17.0%	18 16.1%
Married	15 15.6%	1 1.0%	4 4.2%	41 42.7%	32 33.3%	3 3.1%

**Table 4.56:** Chi-square test table – marital status and position

	Value	df	Asymp. Sig.
Pearson Chi-Square	20.830(a)	5	0.001*

a. 2 cells (16.7%) have expected count less than 5.

Table 4.55 illustrates the association between respondents' marital status and position using Pearson Chi-square. Positions were divided into six groups: manager, bartender, host/hostess, wait staff, kitchen staff and bus person and were categorized by marital status. The results showed that the majority of respondents who are both single and married worked as wait staff. The findings also revealed that the respondents who were single mostly worked as hosts/hostesses (10.7%) and bus persons (16.1%). However, respondents working as manager (15.6%) and kitchen staff (33.3%) were mostly married. From Table 4.56, the Chi-square analysis was used to inspect the relationship between marital status and position. The findings showed that there were significant relationships between the two variables with a p-value  $< 0.001$ .

**Table 4.57:** Association between respondents' marital status and length of service working at the previous Thai restaurant using Pearson Chi-square (n = 208)

Marital Status	Previous Restaurant			
	< 3 months	3-6 months	7-12 months	> 12 months
Marital: Single	4 3.6%	17 15.2%	45 40.2%	46 41.1%
Married	0 0.0%	5 5.2%	22 22.9%	69 71.9%

**Table 4.58:** Chi-square test table – marital status and length of service working at the previous Thai restaurant

	Value	df	Asymp. Sig.
Pearson Chi-Square	21.940(a)	3	0.000*

a. 2 cells (25.0%) have expected count less than 5.

Table 4.57 explains the association between respondents' marital status and length of service working at the previous Thai restaurant using Pearson Chi-square. Length of service was divided into four groups: less than 3 months, 3 – 6

months, 7 – 12 months and over 12 months and were categorized by marital status. The results showed that most respondents who were single quit between 3 – 6 months (15.2%), 7 – 12 month (40.2%) and more than 12 months (41.1%) of working at the previous Thai restaurant. However, most respondents who were married stayed working at the previous Thai restaurant for more than 12 months (71.9%) before quitting. The Chi-square analysis (Table 4.58) was used to inspect the relationship between marital status and length of service working at the previous Thai restaurant. The findings showed that there were significant relationships between the two variables with a p-value < 0.000.

**Table 4.59:** Association between respondents’ marital status and work experience in the restaurant industry using Pearson Chi-square (n = 208)

Marital Status		Experience in restaurant industry	
		≤ 2 years	> 2 years
Marital:	Single	43 38.4%	69 61.6%
	Married	10 10.4%	86 89.6%

**Table 4.60:** Chi-square test table – marital status and work experience in the restaurant industry

	Value	df	Asymp. Sig.
Pearson Chi-Square	21.307(b)	1	0.000*

a. 0 cells (0.0%) have expected count less than 5.

Table 4.59 emphasizes the association between respondents’ marital status and work experience in the restaurant industry using Pearson Chi-square. Work experience in the restaurant industry was divided into two groups: less than or equal to 2 years and over 2 years and are categorized by marital status. The results showed that respondents who were single had less than or equal to 2 years (38.4%) and more than 2 years (61.6%) of work experience in the restaurant industry. Respondents who

were married mostly had more than 2 years (89.6%) of work experience in the restaurant industry. The Chi-square analysis (Table 4.60) was used to inspect the relationship between marital status and work experience in the restaurant industry. The findings showed that there were significant relationships between the two variables with a p-value < 0.000.

**Table 4.61:** Association between respondents' marital status and length of service working at the current Thai restaurant using Pearson Chi-square (n = 208)

Marital Status	Current Restaurant				
	< 3 months	3-6 months	7-12 months	13-24 months	> 24 months
Marital: Single	8 7.1%	25 22.3%	32 28.6%	20 17.9%	27 24.1%
Married	5 5.2%	8 8.3%	12 12.5%	19 19.8%	52 54.2%

**Table 4.62:** Chi-square test table – marital status and length of service working at the current Thai restaurant

	Value	df	Asymp. Sig.
Pearson Chi-Square	25.397(a)	4	0.000*

a. 0 cells (0.0%) have expected count less than 5.

Table 4.61 illustrates the association between respondents' marital status and length of service working at the current Thai restaurant using Pearson Chi-square. Length of service was divided into five groups: less than 3 months, 3 – 6 months, 7 – 12 months, 13 – 24 months and more than 24 months and were categorized by marital status. The results showed that respondents who were single had been working at the current Thai restaurant for less than 3 months (7.1%), 3 – 6 months (22.3%), 7 – 12 months (28.6%), 13 – 24 months (17.9%) and over 24 months (24.1%), while respondents who were married had been working at the current Thai restaurant for less than 3 months (5.2%), 3 – 6 months (8.3%), 7 – 12 months (12.5%), 13 – 24 months (19.8%) and over 24 months (54.2%). The Chi-square analysis (Table 4.62) was used

to inspect the relationship between marital status and length of service working at the current Thai restaurant. The findings showed that there were significant relationships between the two variables with a p-value < 0.000.

#### 4.5 The Relationship between Demographic Characteristics and Income

This section presents the analysis of the relationship between demographic characteristics and income using Pearson Chi-square. The Pearson Chi-square test was used to test the relationships between the pairs of factors of respondents' demographic characteristics and income. Each pair was accepted to have a significant relationship when  $p < 0.05$  and had no more than 25% of all cases with an expected count less than 5.

**Table 4.63:** Association between respondents' age and income using Pearson Chi-square (n = 208)

Age Group	Income (per month)				
	< \$1,000	\$1,001-\$2,000	\$2,001-\$3,000	\$3,001-\$4,000	\$4,001-\$5,000
Age: ≤ 30	4 3.6%	32 28.6%	58 51.8%	13 11.6%	5 4.5%
> 30	0 .0%	6 6.3%	55 57.3%	28 29.2%	7 7.3%

**Table 4.64:** Chi-square test table – age and income

	Value	df	Asymp. Sig.
Pearson Chi-Square	26.617(a)	4	0.000*

a. 2 cells (20.0%) have expected count less than 5.

Table 4.63 explains the association between respondents' age and income using Pearson Chi-square. Income was divided into five groups: less than \$1,000,

\$1,001 - \$2,000, \$2,001 - \$3,000, \$3,001 - \$4,000 and \$4,001 - \$5,000 and were categorized by age group. The results showed that both groups of the respondents, at the age group of less than or equal to 30 years old and over 30 years old, mostly earned an income between \$2,001 - \$3,000 (51.8% and 57.3%, respectively). However, an income between \$1,001 - \$2,000 (28.6%) were earned by respondents at the age group of less than or equal to 30 years old while an income between \$3,001 - \$4,000 (29.2%) were earned by respondents at the age group of over 30 years old. Only a few respondents earned an income of less than \$1,000 and \$4,001 - \$5,000. The Chi-square analysis (Table 4.64) was used to inspect the relationship between age and income. The findings showed that there were significant relationships between the two variables with a p-value < 0.000.

**Table 4.65:** Association between respondents' gender and income using Pearson Chi-square (n = 208)

Gender	Income (per month)				
	< \$1,000	\$1,001-\$2,000	\$2,001-\$3,000	\$3,001-\$4,000	\$4,001-\$5,000
Gender: Male	2 2.0%	17 17.3%	57 58.2%	18 18.4%	4 4.1%
Female	2 1.8%	21 19.1%	56 50.9%	23 20.9%	8 7.3%

**Table 4.66:** Chi-square test table – gender and income

	Value	df	Asymp. Sig.
Pearson Chi-Square	1.686(a)	4	0.793

a. 2 cells (20.0%) have expected count less than 5.

Table 4.65 emphasizes the association between respondents' gender and income using Pearson Chi-square. Income was divided into five groups: less than \$1,000, \$1,001 - \$2,000, \$2,001 - \$3,000, \$3,001 - \$4,000 and \$4,001 - \$5,000 and were categorized by gender. The Chi-square analysis (Table 4.66) revealed that there were no significant relationships between gender and income with a p-value < 0.793.

**Table 4.67:** Association between respondents’ ethnic group and income using Pearson Chi-square (n = 208)

Ethnic Group	Income (per month)				
	< \$1,000	\$1,001- \$2,000	\$2,001- \$3,000	\$3,001- \$4,000	\$4,001- \$5,000
<b>Ethnic:</b> Thai	0 0.0%	16 13.8%	66 56.9%	28 24.1%	6 5.2%
Non-Thai	4 4.3%	22 23.9%	47 51.1%	13 14.1%	6 6.5%

**Table 4.68:** Chi-square test table – ethnic group and income

	Value	df	Asymp. Sig.
Pearson Chi-Square	11.007(a)	4	0.026*

a. 2 cells (20.0%) have expected count less than 5.

Table 4.67 illustrates the association between respondents’ ethnic group and income using Pearson Chi-square. Income was divided into five groups: less than \$1,000, \$1,001 - \$2,000, \$2,001 - \$3,000, \$3,001 - \$4,000 and \$4,001 - \$5,000 and were categorized by ethnic group. The results showed that respondents who were Thai earned an income between \$2,001 - \$3,000 (56.9%) and \$3,001 - \$4,001 (24.1%), while respondents who were non-Thai earned an income between \$1,001 - \$2,000 (23.9%) and \$2,001 - \$3,000 (51.1%). Only a few respondents earned an income of less than \$1,000 and \$4,001 - \$5,000. The Chi-square analysis (Table 4.68) was used to inspect the relationship between ethnic group and income. The findings showed that there were significant relationships between the two variables with a p-value < 0.026.

**Table 4.69:** Association between respondents' marital status and income using Pearson Chi-square (n = 208)

Marital Status	Income (per month)				
	< \$1,000	\$1,001- \$2,000	\$2,001- \$3,000	\$3,001- \$4,000	\$4,001- \$5,000
Marital: Single	4 3.6%	27 24.1%	55 49.1%	22 19.6%	4 3.6%
Married	0 0.0%	11 11.5%	58 60.4%	19 19.8%	8 8.3%

**Table 4.70:** Chi-square test table – marital status and income

	Value	df	Asymp. Sig.
Pearson Chi-Square	11.205(a)	4	0.024*

a. 2 cells (20.0%) have expected count less than 5.

Table 4.69 explains the association between respondents' marital status and income using Pearson Chi-square. Income was divided into five groups: less than \$1,000, \$1,001 - \$2,000, \$2,001 - \$3,000, \$3,001 - \$4,000 and \$4,001 - \$5,000 and were categorized by marital status. The results showed that both groups of the respondents, single and married, mostly earned an income between \$2,001 - \$3,000 (49.1% and 60.4%, respectively). However, an income of \$1,001 - \$2,000 (24.1%) was earned by respondents who were single, while an income of \$3,001 - \$4,000 (19.8%) was earned by respondents who were married. Only a few respondents earned an income of less than \$1,000 and \$4,001 - \$5,000. The Chi-square analysis (Table 4.70) was used to inspect the relationship between marital status and income. The findings showed that there were significant relationships between the two variables with a p-value < 0.024.

### 4.6 The Relationship between Demographic Characteristics and Future Plan

This section presents the analysis of the relationship between demographic characteristics and future plan using Pearson Chi-square. The Pearson Chi-square test was used to test the relationships between the pairs of factors of respondents' demographic characteristics and future plan. Each pair was accepted to have a significant relationship when  $p < 0.05$  and had no more than 25% of all cases with an expected count less than 5.

**Table 4.71:** Association between respondents' age and future plan using Pearson Chi-square (n = 208)

Age Group	Future Plan				
	Organization in the restaurant industry	Organization in a different industry	Pursue further study	Self employment	Not working
Age: ≤ 30	47 42.0%	16 14.3%	30 26.8%	19 17.0%	0 .0%
>30	39 40.6%	16 16.7%	3 3.1%	37 38.5%	1 1.0%

**Table 4.72:** Chi-square test table – age and future plan

	Value	df	Asymp. Sig.
Pearson Chi-Square	28.559(a)	4	0.000*

a. 2 cells (20.0%) have expected count less than 5.

Table 4.71 emphasizes the association between respondents' age and future plans using Pearson Chi-square. In the questionnaire, respondents were asked what they were planning to do if they left their current job. Future plans were divided into five groups: organization in the restaurant industry, organization in a different industry, pursue further study, self employment and not working and were categorized by age group. The results showed that most of the respondents at the age of less than

or equal to 30 years old planned to work with an organization in the restaurant industry (42.0%) and to pursue further study (26.8%) if they left their current job. The majority of the respondents of over 30 years old also planned to work with an organization in the restaurant industry (40.6%); however, 38.5% planned to be self employ. The Chi-square analysis (Table 4.72) was used to inspect the relationship between age and future plans. The findings showed that there were significant relationships between the two variables with a p-value < 0.000.

**Table 4.73:** Association between respondents' gender and future plan using Pearson Chi-square (n = 208)

Gender	Future Plan				
	Organization in the restaurant industry	Organization in a different industry	Pursue further study	Self employment	Not working
Gender: Male	41 41.8%	17 17.3%	12 12.2%	27 27.6%	1 1.0%
Female	45 40.9 %	15 13.6%	21 19.1%	29 26.4%	0 .0%

**Table 4.74:** Chi-square test table – gender and future plan

	Value	df	Asymp. Sig.
Pearson Chi-Square	3.155(a)	4	0.532

a. 2 cells (20.0%) have expected count less than 5.

Table 4.73 illustrates the association between respondents' gender and future plans using Pearson Chi-square. In the questionnaire, respondents were asked what they were planning to do if they left their current job. Future plans were divided into five groups: organization in the restaurant industry, organization in a different industry, pursue further study, self employment and not working and were categorized by gender. The Chi-square analysis (Table 4.74) confirmed that there were no significant relationships between gender and future plan with a p-value < 0.532.

**Table 4.75:** Association between respondents’ ethnic group and future plan using Pearson Chi-square (n = 208)

Ethnic Group	Future Plan				
	Organization in the restaurant industry	Organization in a different industry	Pursue further study	Self employment	Not working
<b>Ethnic:</b> Thai	46 39.7%	13 11.2%	17 14.7%	40 34.5%	0 .0%
Non-Thai	40 43.5%	19 20.7%	16 17.4%	16 17.4%	1 1.1%

**Table 4.76:** Chi-square test table – ethnic group and future plan

	Value	df	Asymp. Sig.
Pearson Chi-Square	10.227(a)	4	0.037*

a. 2 cells (20.0%) have expected count less than 5.

Table 4.75 explains the association between respondents’ ethnic group and future plans using Pearson Chi-square. In the questionnaire, respondents were asked what they were planning to do if they left their current job. Future plans were divided into five groups: organization in the restaurant industry, organization in a different industry, pursue further study, self employment and not working and were categorized by age group. The results showed that the respondents who were Thai planned to work with an organization in the restaurant industry (39.7%) and to be self-employed (34.5%) if they left their current job. Respondents who were non-Thai also plan to work with an organization in the restaurant industry (43.5%), followed by work with an organization in a different industry (20.7%). The Chi-square analysis (Table 4.76) was used to inspect the relationship between ethnic group and future plan. The findings showed that there were significant relationships between the two variables with a p-value < 0.037.

**Table 4.77:** Association between respondents' marital status and future plan using Pearson Chi-square (n = 208)

Marital Status		Future Plan				
		Organization in the restaurant industry	Organization in a different industry	Pursue further study	Self employment	Not working
Marital:	Single	40 35.7%	21 18.8%	27 24.1%	24 21.4%	0 0.0%
	Married	46 47.9%	11 11.5%	6 6.3%	32 33.3%	1 1.0%

**Table 4.78:** Chi-square test table – marital status and future plan

	Value	df	Asymp. Sig.
Pearson Chi-Square	17.925(a)	4	0.001*

a. 2 cells (20.0%) have expected count less than 5.

Table 4.77 emphasizes the association between respondents' marital status and future plans using Pearson Chi-square. In the questionnaire, respondents were asked what they were planning to do if they left their current job. Future plans were divided into five groups: organization in the restaurant industry, organization in a different industry, pursue further study, self employment and not working and were categorized by marital status. The results showed that the respondents who were single planned to work with an organization in the restaurant industry (35.7%) and to pursue further study (24.1%) if they left their current job. Respondents who were married also planned to work with an organization in the restaurant industry (47.9%) and to be self-employed (33.3%) if they left their current job. The Chi-square analysis (Table 4.78) was used to inspect the relationship between marital status and future plan. The findings showed that there were significant relationships between the two variables with a p-value < 0.001.

## 4.7 The Relationship between Factors Influencing Employee Turnover and Turnover Intention

**Table 4.79:** The stepwise multiple regression analysis of internal and external factors influencing employee turnover and turnover intention (n = 208)

Variables	b	Standard error	t	p-value
Relationship with colleagues	-0.319	0.129	-2.478	0.014
Feedback of performance	0.174	0.086	2.033	0.044
-Constant	5.880	0.808	7.275	0.000

$R^2 = 0.45$ , Standard Error = 0.808

The results from the stepwise multiple regression analysis (Table 4.79) revealed that internal factors (gender, ethnic group and marital status) and external factors (the work itself, pay, benefits, physical work condition, job security, opportunity for advancement, working hours, recognition, training, amount of workload, empowerment, job fit and location of job) were not significantly related to turnover intention. The regression model, derived from a stepwise multiple regression analysis, revealed that only two variables were significantly correlated with turnover intention. The variables that had a significant relationship with turnover intention were relationship with colleagues and feedback of performance.

The first predictor was relationship with colleagues, which was negatively related to turnover intention with a statistically significant value of  $b = -0.319$  (p-value < 0.014). This means that if one score for relationship with colleagues increased, turnover intention would be decreased at 0.319 scores. The second predictor was feedback of performance, which was positively related to turnover intention with a statistically significant value of  $b = 0.174$  (p-value < 0.044). This means that if one score for feedback of performance increased, turnover intention would be increased at 0.174 scores. Two independent variables including relationship with colleagues and feedback of performance can predict 45 percent of turnover intention.

## **CHAPTER V**

### **DISCUSSION**

The present study was aimed at identifying the internal and external factors influencing employee turnover, to examine employee's behavior with respect to turnover intention, and to investigate which factors had the greatest influence on employee turnover intentions in Thai restaurants in Miami, Florida. This study also analyzes the relationship between demographic characteristics, personal data, the factors influencing employee turnover and turnover intention.

The sample comprised 208 managers and service staff employees who had previous work experience in a Thai restaurant and were currently working in a Thai restaurant in Miami, Florida, who voluntarily participated in this study. Data were collected using a five-part questionnaire that focused on general information, or the demographic characteristics of the respondents; factors influencing employee turnover; job satisfaction (perceptions of the current job); turnover intention; and an open-ended question designed to elicit respondents' comments and suggestions. The questionnaire was validated by the thesis advisors and Thai restaurant owners and was then pretested with a group of 30 employees who shared similar characteristics with the samples of this study. Cronbach's alpha coefficient was performed and the reliability of questions in the part targeting factors influencing employee turnover was 0.727 and in the part targeting job satisfaction of current job was 0.708.

Before data collection, the researcher submitted the proposal and the instrument to the Ethical Committee, Mahidol University, for approval with respect to conducting research in an ethical manner. A permission letter from the faculty of graduate studies at Mahidol University was presented to the Thai restaurant owners in Miami, Florida, when the questionnaire was presented to managers and service staff employees who agreed to participate in this study. The data collection period was from October 9 – October 23, 2010. The number of completed questionnaires was 208.

The data were analyzed by descriptive statistics including frequency, percentage, means and standard deviation. T-test, analysis of variance (ANOVA), Pearson Chi-square and stepwise multiple regression were the inferential statistics that were used. The t-test was used to evaluate the differences in means between two groups, while the analysis of variance (ANOVA) was used to compare data from multiple groups to determine whether differences exist. Pearson Chi-square was used to test the relationships between the pairs of factors of respondents' demographic characteristics, personal data and the various aspects of respondents' responses to the questionnaire. Stepwise multiple regression analysis was used to test the effects of age, ethnic group, factors influencing employee turnover of current Thai restaurant on turnover, and turnover intention.

The results of this study were introduced in Chapter 4. As noted in Chapter 2, the study of the influence of ethnic group was done using exploratory research since there is no research literature that can be used to support the results of this study. Therefore, the results on ethnic group will not be discussed in detail but will be briefly presented. The results of the study are discussed in line with the research objectives of the study in the following sections:

- 5.1 Demographic characteristics of the respondents
- 5.2 Identification of internal and external factors influencing employee turnover
- 5.3 The relationship between demographic characteristics and work environment
- 5.4 The relationship between demographic characteristics and turnover intention
- 5.5 The relationship between demographic characteristics and work experience
- 5.6 The relationship between demographic characteristics and income
- 5.7 The relationship between demographic characteristics and future plan
- 5.8 The relationship between factors influencing employee turnover and turnover intention

## **5.1 Demographic Characteristics of the Respondents**

According to the study findings, a total of 47.1% of the respondents were in the age group of 21 – 30 years old, while 35.6% of the respondents were in the age group of 31 – 40 years old. The number of respondents in the age group less than or equal to 20 years old and 41 – 50 years old was roughly similar (6.7% and 7.7%, respectively). Only 2.9% of the respondents were in the age group over 50 years old. Out of 208 respondents, 52.9% were females and 47.1% were males, 55.8% were Thai and 44.2% were non-Thai.

As indicated by the research findings for the present position of the respondents, 45.7% of the respondents were wait staff and 24.5% were kitchen staff. Managers accounted for 11.1%, followed by bus persons and hosts/hostesses (10.1% and 7.7%, respectively). The remaining 1% of the respondents were bartenders.

The findings for the education level of the respondents revealed that most of the respondents (70.7%) held a bachelor's degree, 22.6% had an education level less than a bachelor's degree and 6.7% of the respondents held a master's degree. With regards to marital status, 53.8% of the respondents were single, and 46.2% of the respondents were married.

As far as the work experience in the restaurant industry of the participating employees was concerned, 74.5% of the respondents had worked in the restaurant industry for more than 24 months, or 2 years, and 22.1% of the respondents had work experience between 13 – 24 months in the restaurant industry. In addition, a small percentage of respondents (2.4%) had worked in the restaurant industry between 7 – 12 months, whereas respondents with less than 6 months of working in the restaurant industry were only 1% of the sample.

## **5.2 Identification of Internal and External Factors Influencing Employee Turnover**

Nowadays, it is considered to be an important task to manage employee turnover for any organization. Employees all over the world want diversity in his/her everyday life and seek new and challenging jobs and a good working environment in

the workplace. The literature suggests that employee turnover is one of the major and most challenging issues for many organizations (Shamsuzzoha & Shumon, 2009; Tett & Meyer, 1993; Mobley, 1982; Lynn, 2002; Heyman, 2008). Every organization wishes to have high productivity, fewer turnovers and greater profitability. Employee turnover remains one of the most widely researched topics in organization analyses (Dalton & Todor, 1981; Ongori, 2007; Cintron, 2006; Cotton & Tuttle, 1986; DeMicco & Giridharan, 1987). However, there is no standard reason why people leave organizations (Ongori, 2007). Despite significant research progress, there still remains a great deal of confusion as to what might actually cause employees to leave their organizations.

There have been a number of factors that appear to be consistently linked to employee turnover. Reasons for turnover can be due to both internal and external factors (Earl, 1992) and may vary between different groups of employees and the individual employees themselves (Hendrie, 2004).

### **5.2.1 Internal Factors**

In this study, internal factors of employee turnover involve factors that are directly associated with the employee, which are demographic characteristics (age, gender, ethnic group, position, education level and marital status) and the employee's own past work experience.

This is consistent with a large number of research studies that have identified the importance of demographic factors as predictors of turnover (Arnold & Feldman, 1982; Mowday *et al.*, 1982). Wood (2006) indicated that demographic factors such as age, gender, education background, job position and marital status, have a great influence on employees leaving their jobs. Furthermore, several studies have reported negative relationships between turnover and three demographic factors: age, ethnic group and marital status (Cotton & Tuttle, 1986; Mobley, 1977).

### **5.2.2 External Factors**

In this study, external factors of employee turnover involve factors that are indirectly associated with the employee, which are pay and benefits, and work environment (the work itself, physical work condition, job security, opportunity for

advancement, working hours, relationship with colleagues, recognition, training, amount of workload, empowerment, feedback of performance, job fit and location of job). This supported the finding from Wateetip (1999), who investigated factors affecting employee turnover of Sony Group companies, that pay and benefits were the factors that influenced employees' decisions to leave a job. According to many research studies (Rampur, 2009; Ongori, 2007; Cho, 2001; Yoo, 1991; Smith, 2010, Arnold & Feldman, 1982; Muchinsky & Tuttle, 1979; Woods, 2006), such work-related factors are predictors of employee turnover.

The results indicate that the highest influencing factor affecting employee turnover is pay, and the factor that respondents consider least influential is feedback of performance. The present study found pay to be one of the most important factors that influenced employees to quit a job. This finding is supported by the literature reviewed, which suggested that the most important reasons for employee turnover is pay, since employees are usually in search of jobs that pay well (Rampur, 2009). Wateetip (1999) found that dissatisfaction with pay was the most important factor that influenced the employee's decision to leave a job. On the contrary, the finding is opposed with the view of Griffeth *et al.* (2000) who noted that pay and pay-related variables have a modest effect on turnover. A person does not stay in an organization only for money, but he/she stays for many other reasons including better working environment and preferable job location Shamsuzzoha & Shumon (2009).

### **5.3 The Relationship between Demographic Characteristics and Work Environment**

In this study, the hypothesis predicted significant relationships between a numbers of variables of demographic characteristics (age, gender, ethnic group, education level and marital status) and the factors influencing employee turnover (the work itself, pay, benefits, physical work condition, job security, opportunity for advancement, working hours, relationship with colleagues, recognition, training, amount of workload, empowerment, feedback of performance, job fit and location of job). The hypothesis for the relationship between demographic characteristics and work environment are discussed in detail below:

**Hypothesis 1:** Employees with different demographic characteristics will have different perception on the importance of work environment.

The findings indicated that there were statistically significant differences in factors influencing employee turnover of both previous and current Thai restaurant by age group (less than or equal to 20 years old, 21 – 30 years old and more than 30 years old). The research also found that there were positive relationships between age and the factors influencing employee turnover. For the previous Thai restaurant, the results specifically showed that there were statistically significant differences on the work itself with a p-value  $< 0.014$ , physical work condition with a p-value  $< 0.049$ , job security with a p-value  $< 0.002$  and relationship with colleagues with a p-value  $< 0.010$ . For the current Thai restaurant, similar findings were found. The results specifically showed that the work itself with a p-value  $< 0.020$ , physical work condition with a p-value  $< 0.029$ , job security with a p-value  $< 0.038$ , opportunity for advancement with a p-value  $< 0.009$  and relationship with colleagues with a p-value  $< 0.027$  had statistically significant differences on the factors influencing employee turnover of current Thai restaurant identified by age group. When comparing the means of each age group with others, it was found that each factor influences respondents between the age group 21 – 30 years old, followed by the age group more than 30 years old, to quit a job more than it influences the respondents in the age group of less than or equal to 20 years old. In other words, older aged employees have a greater likelihood of quitting a job than younger aged employees.

These results had the opposite finding of the research of Mobley (1977), who found that the older a person, the less likely they were to leave an organization. This may be because older employees have fewer alternative job opportunities. Siripak (2006) explained job satisfaction increasing with age for two reasons: (1) older employees have better pay and benefits; and (2) older employees have more realistic expectations regarding jobs. The literature, in fact, shows that human beings obtain knowledge, skills, actual experience and behavior with age. Subsequently, it may be easier for old people to make appropriate adjustments in their work. Cotton & Tuttle (1986) suggest in their study that age has a negative relationship with employee turnover and that young employees change jobs more frequently than those who are older (Finney & Kohlase, 2008). Younger ones often expect more and if their

expectations are not fulfilled, they tend to be dissatisfied and quit eventually. Furthermore, the findings of this research contradicted previous Asian literature (Khatri *et al.*, 2001), which found that in Singapore younger employees change their jobs more often than older employees. Younger employees seem to have more opportunities for better jobs than older ones; however, these findings were supported by previous research of Siripak (2006), who found that the younger a staff member, the more satisfied they were and therefore, the less likely they were to quit a job.

The findings indicated that there were statistically significant differences in factors influencing employee turnover of both previous and current Thai restaurant by gender. For the previous Thai restaurant, the results specifically confirmed that there were statistically significant differences in benefits with a p-value  $< 0.023$  and feedback of performance with a p-value  $< 0.037$ . For the current Thai restaurant, the results specifically confirmed that there were statistically significant differences in working hours with a p-value  $< 0.041$  and amount of workload with a p-value  $< 0.030$ . The findings of the study on statistically significant differences between gender and factors influencing employee turnover are mixed. When comparing the means among gender and the influencing factors of employee turnover of previous Thai restaurant, benefits and feedback of performance, there seems to be greater influence on males to quit a job more than on females. Conversely, when comparing the means among gender and the influencing factors of employee turnover of current Thai restaurant, working hours and amount of workload, there seems to be a greater influence on females to quit a job more than on males.

The results are consistent with the literature review, which found that the relationship between gender and turnover are mixed, that is, there are discrepancies in the relationship between gender and turnover. Cotton & Tuttle (1986) and Weisberg & Kirschenbaum (1991) found females more likely to leave than males. Females usually place more concern on family, so they work basically to supplement the family income. Summer & Hendrix (1991) found that males are more likely to quit a job than females. Males usually leave the current job in favor of a more attractive job if their expectations are not met.

The findings indicated that there were no statistically significant differences in the factors influencing employee turnover of previous Thai restaurant by

ethnic group, but there were statistically significant differences in factors influencing employee turnover of current Thai restaurant by ethnic groups. For the current Thai restaurant, the results confirmed that there were statistically significant differences on the work itself with a p-value  $< 0.043$ . When comparing the means among ethnic groups and the influencing factors of employee turnover of current Thai restaurants, the work itself influences respondents who are Thai to quit a job more than it influences respondents who are non-Thai.

The findings indicated that there were statistically significant differences in factors influencing employee turnover of both previous and current Thai restaurant by education level. The research also found that there were positive relationships between education level and the factors influencing employee turnover. For the previous Thai restaurant, the results specifically showed that there were statistically significant differences in the work itself with a p-value  $< 0.001$ , physical work condition with a p-value  $< 0.004$ , job security with a p-value  $< 0.001$  and relationship with colleagues with a p-value  $< 0.033$ . For the current Thai restaurant, the results specifically showed that the work itself with a p-value  $< 0.000$ , physical work condition with a p-value  $< 0.002$ , job security with a p-value  $< 0.001$  and job fit with a p-value  $< 0.043$  had statistically significant differences in the factors influencing employee turnover of current Thai restaurants identified by education level. When comparing the means of each education level with others, it was found that each specific factor influences respondents with higher education level to quit a job more than it influences respondents with a lower education level. In other words, each specific factor influences respondents with an education level of a master's degree to quit a job more than it influences respondents with an education level of a bachelor's or less than bachelor's degree.

The results were supported by the review of several prior studies: Price (1977), Cotton & Tuttle (1986), Arnold & Feldman (1982) and Balfour & Neff (1993), which found that education level is positively related to the probability of turnover. This means better-educated employees usually have high rates of turnover than less-educated employees. Siripak (2006) found that employees who obtained higher educational levels were less satisfied with their job, and therefore, they had greater tendency to leave a job than employees who obtained lower educational levels. In

addition, this study was consistent with Berg (1991, as cited in Cho, 2001), who stated that “the less-educated employees are, the greater their intent to stay; the better-educated they are, the less their intent to stay.” In Singapore, it was noted that higher-educated employees change jobs more often than less-educated employees (Khatri *et al.*, 2001). In contrary, this research finding aligned with the previous study of Weisberg & Kirschenbaum (1991), which suggested that level of education had no influence on employee turnover.

The findings indicated that there were statistically significant differences in factors influencing employee turnover of both previous and current Thai restaurant by marital status. For the previous Thai restaurant, the results specifically confirmed that there were statistically significant differences on working hours with a p-value < 0.000. For the current Thai restaurant, the results specifically confirmed that there were statistically significant differences on working hours with a p-value < 0.000 and amount of workload with a p-value < 0.000. When comparing the means of marital status for both previous and current Thai restaurants, it was found that each specific factor influences respondents who were married to quit a job more than it influences respondents who were single.

The results went against the findings of a number of research studies: Mobley (1977) and Arnold & Feldman (1982), which suggested that married employees were less likely to quit an organization than unmarried employees were. This may be because married employees need to consider family financial concerns before deciding to quit a job. Out of respect for marital status, previous research suggested that employee turnover is negatively correlated to marital status (Cotton & Tuttle, 1986).

## 5.4 The Relationship between Demographic Characteristics and Turnover Intention

In this study, the hypothesis predicted significant differences between a numbers of variables of demographic characteristics (age, gender, ethnic group, education level and marital status) and turnover intention. The hypothesis for the relationship between demographic characteristics and turnover intention are discussed in detail below:

**Hypothesis 2:** Employee with different demographic characteristics will have different perception on the importance of turnover intention.

The result revealed that there was no statistically significant difference while comparing the effect of respondents' age on turnover intention with a p-value  $> 0.372$ . This research finding goes against the research of several studies that have suggested that age has a negative relationship with employee turnover intention (Cotton & Tuttle, 1986 and Finney & Kohlhase, 2008). Tsai & Wu (2008) conducted research in Taiwan and found that employees under 25 years old had more intention to leave their jobs than those who are older. Furthermore, Patrayutvat (2009) found statistically significant differences in turnover intention by age.

The results indicated no statistically significant differences with regards to gender in turnover intention with a p-value  $> 0.196$ . This research finding is supported by the literature, which suggested that gender has no relation to employee turnover intention (Berg, 1991 as cited in Cho, 2001). The study of Patrayutvat (2009) suggested that there are no statistically significant differences in turnover intention between genders. His research found that employees' gender had no effect on their intention to quit. However, the previous research conducted in Singapore suggested that males quit more easily than females (Khatri *et al.*, 2001).

The results revealed that there was no statistically significant difference with regards to ethnic group in turnover intention with a p-value  $> 0.477$ .

The finding indicated that there were statistically significant differences while comparing the effect of the respondent's education level on turnover intention with a p-value  $< 0.000$ . The results showed that respondents with less education tended to have a higher turnover intention than respondents with a higher education level. In other words, there is a negative relationship between education level and

turnover intention. This research finding contradicts the studies of Cotton & Tuttle (1986) and Berg (1991 as cited in Cho, 2001), which found a positive relationship between level of education and turnover intention. Khatri *et al.* (2001) suggested that in Singapore, there is no relationship between level of education and turnover intention. Additionally, Patrayutvat (2009) reported in his study that there were no statistically significant differences in turnover intention by level of education. Level of education also relates to position of the employees. In western culture, organizations promote employees according to their experience rather than their education. This may be different from Asian culture, where highly educated employees work more in managerial positions than less-educated employees do.

The findings revealed that there was no statistically significant difference with regards to marital status in turnover intention with a  $p$ -value  $> 0.172$ . This research finding is supported by Weisberg & Kirschenbaum (1991), which suggested that marital status was found to make no contribution to turnover intention. The study of Patrayutvat (2009) also found no significant difference in turnover intention related to employee marital status.

According to previous research, age, gender, level of education and marital status are demographic factors that relate to turnover intention (Mobley, 1982; Price, 1977). According to other studies (Benson, 2006; Lincoln & Kalleberg, 1996 as cited in Patrayutvat, 2009; Khatri *et al.*, 2001), demographics are one factor related to turnover intention. Furthermore, Patrayutvat (2009) found that there are only two demographic factors, viz. age and work hours that correlated to turnover intention of employees. Gender, education level, marital status, position and tenure were found to have no correlation with turnover intention by Patrayutvat (2009). His study is similar to previous studies in which some demographic factors were found to make a difference. Some similarities and differences in research results may be caused by differences in context, such as cultural differences, industry types, number of employees and business size. The research found that the overall turnover intention level of the respondents was at somewhat agree level (mean score of 4.55).

## 5.5 The Relationship between Demographic Characteristics and Work Experience

In this study, the hypothesis predicted significant relationships between a number of variables of demographic characteristics (age, gender, ethnic group and marital status) and respondents' work experience. In this section, the researcher will discuss the relationships between the demographic characteristics of age, gender, marital status and work experience.

**Hypothesis 3:** Employee with different demographic characteristics will have different perception on the importance of work experience.

The findings indicated that there were significant relationships between age and position. The results showed that majority of the employees of both age groups work as wait staff (also known as servers). Working as a server is a popular choice of employment because the positions are usually open to persons of all ages (Al-Khames, 2011). In addition, it can be one of the quickest ways to make cash. Wait staff play an important role in the day-to-day operations of a restaurant because they interact with customers from start to finish. Customers typically deal with a server the most, and it is the server's job to make sure customers are satisfied with their dining experience. The results also revealed that older employees (over 30 years old) work as manager and kitchen staff. Restaurant experience is often the primary qualification for restaurant manager and kitchen staff (Bureau of Labor Statistics, 2011). Knowledge, skill and experience increases through the growth of age. On the other hand, younger employees (less than or equal to 30 years old) work as hosts/hostesses and bus persons. Often young people enter the restaurant business as a host/hostess and bus person because these positions are entry level positions that do not require any prior work experience (Bureau of Labor Statistics, 2011). This research finding is consistent with the study of Patrayutvat (2009), which found that there were significant relationships between age and position.

With respect to the relationships between age and work experience, the findings revealed that there were significant relationships between the two variables. The results showed that the majority of respondents between the age of 21 – 30 years old and over 30 years old had been working in the restaurant industry for more than 2

years, while respondents at the age of less than or equal to 20 years old had less than or equal to 2 years of work experience in the restaurant industry.

Regarding the relationships between age and length of service, the research findings indicated that there were significant relationships between the two variables. For the previous Thai restaurant, the results showed that most respondents at the age of over 30 years old stayed working at the previous Thai restaurant for more than 12 months before quitting. However, the results also revealed that most respondents at the age of less than or equal to 30 years old quit after 7 – 12 months of working at the previous Thai restaurant. For the current Thai restaurant, the results showed that majority of the respondents at the age group of over 30 years old had been working at the current Thai restaurant for more than 24 months, while most of the respondents at the age of less than or equal 30 years old had been working at the current Thai restaurant between 3 months to 24 months. This implies that, the older the employee, the longer he or she stays working in an organization. According to Price (1977), age and length of service are consistent with each other. He further stated that “since members with low length of service are probably younger than member with high length of service, it would be expected that low length of service and young member would have higher rate of turnover than high length of service and old member.” Besides, the propensity for turnover is greatest during the first two years of employment with an organization (Mowday *et al.*, (1982). This research finding contradicts the research of Patrayutvat (2009), which found no significant relationships between age and length of service.

The relationship between gender and position for this study was found to be significant. The results showed that both male and female employees mostly work as wait staff. In addition, the results also revealed that more females work as managers and hosts/hostesses. Over the last decade, the number of women in management positions has increased by nearly 60 percent (Owen & Todor, 1993). There are many reasons why woman are more capable of managing people better than a man can. The study of Patrayutvat (2009) found that most employees who work in managerial positions are female, while only a small percentage of males work in managerial position. However, the positions of kitchen staff and bus person are mostly occupied by male employees. This is mainly because kitchen staff and bus

person does a job that is more physically demanding. This research finding supported the previous research of Patrayutvat (2009), which also found that there were significant relationships between gender and position.

With respect to the relationships between gender and work experience, the findings revealed that there were no significant relationships between the two variables. Tang (1993) suggested that employees who had previous work experience tended to have a lower turnover rate than those employees who had no previous work experience.

Regarding the relationships between gender and length of service of both previous and current Thai restaurant, the research findings indicated that there were no significant relationships between the two variables. This research finding is supported by the study of Patrayutvat (2009), which also found that gender and length of service are not related.

Moreover, the relationships between ethnic group and respondents' personal data (position, work experience and length of service) were also analyzed. The results showed that there were no significant relationships on position, work experience, length of service among ethnic group. The relationship between income, future plan and ethnic group will be presented in the later section.

The relationship between marital status and position for this study was found to be significant. The results showed that both single and married respondents mostly work as wait staff. In addition, the results also revealed that more single respondents work as hosts/hostesses and bus persons. Porkiani *et al.* (2011) reported that there is relationship between marital status and job title. However, the position of manager and kitchen staff are mostly occupied by married respondents. This may be because married people have the added responsibility of their life and hence would tend to be more focused on their careers (Weisberg & Kirschenbaum, 1991). Also, married people would be in a better position to handle stress, which is a big component in today's working environment.

With respect to the relationships between marital status and work experience, the findings revealed that there were significant relationships between the two variables. The results showed that both single and married respondents had more than two years of work experience in the restaurant industry.

Regarding the relationships between marital status and length of service, the research findings indicated that there were significant relationships between the two variables. For the previous Thai restaurant, the results showed that most respondents who were single stayed working at the previous Thai restaurant for more than 7 months before quitting. However, the results also revealed that respondents who were married quit after working at the previous Thai restaurant for more than 12 months. The longer employees stayed with an organization, the less likely they were to have the intention to resign (Lee *et al.*, 1996). For the current Thai restaurant, the results showed that the majority of the respondents who were single had been working at the current Thai restaurant between 7 – 12 months, while most of the respondents who were married had been working at the current Thai restaurant for more than 24 months. Tenure is mentioned as one factor that has a significant relationship between employee productivity and employee turnover (Mobley, 1982). This research is consistent with Khatri *et al.* (2001), which found that married people were more reluctant to leave when they had stayed in the organization for a longer time period.

## **5.6 The Relationship between Demographic Characteristics and Income**

In this study, the hypothesis predicted significant relationships between a number of variables of demographic characteristics (age, gender, ethnic group and marital status) and respondents' income. In this section, the researcher will discuss the relationships between the demographic characteristics of age, gender, marital status and income.

**Hypothesis 4:** Employee with different demographic characteristics will have different perception on the importance of income.

With regards to the age and income relationships, there were significant relationships between the two variables. The findings indicated that respondents of both age groups mostly earned an income of \$2,001 - \$3,000. The findings also revealed that an income between \$1,001 - \$2,000 were earned by respondents at the age group of less than or equal to 30 years old, whereas an income between \$3,001 - \$4,000 were earned by respondents in the age group of over 30 years old. In the

United States, adults aged 18 and older earned an average income of \$34,626 per year (U.S. Census Bureau, 2010). Furthermore, average earnings ranged from \$26,156 for high school graduates, \$49,656 for college graduates, \$65,485 for master's degree graduates and \$104,299 for workers with professional degrees.

With respect to gender and income relationships, there were no significant relationships between the two variables. This research finding goes against the U.S. Census Bureau (2010), which reported that, among full time employees, the earnings for women were 78.2 percent of men's earnings--\$35,549 compared to \$45,485, on average. This implies that men had higher average earnings than women.

The relationship between ethnic group and income for this study was found to be significant. The results showed that both Thai and non-Thai respondents mostly earned an income of \$2,001 - \$3,000. The results also revealed that an income of \$3,001 - \$4,000 was earned by Thai respondents, whereas an income of \$1,001 - \$2,000 was earned by non-Thai respondents.

Regarding the relationships between marital status and income, the research findings indicated that there were significant relationships between the two variables. The results revealed that both single and married respondents mostly earned an income of \$2,001 - \$3,000. However, respondents who were single earned less income than married respondents. Arnold & Feldman (1982) reported that married men made more money than single men in their study. They found that married men earned nearly one third more than single males because they worked harder and had family responsibilities. Sutherland (2010) also found that single people earned less money than married people, but they paid more taxes than married ones. Married people will have more economic expenses such as paying bills and the education of their children.

## 5.7 The Relationship between Demographic Characteristics and Future Plan

In this study, the hypothesis predicted significant relationships between a number of variables of demographic characteristics (age, gender, ethnic group and marital status) and respondents' future plans. In this section, the researcher will discuss the relationships between the demographic characteristics of age, gender, marital status and future plans.

**Hypothesis 5:** Employee with different demographic characteristics will have different perception on the importance of future plan.

The findings indicated that there were significant relationships between age and future plan with a p-value  $< 0.000$ . The results showed that employees of both age groups (less than or equal to 30 years old and over 30 years old) planned to work in an organization in the restaurant industry after they left their current job. The majority of the respondents at the age of less than or equal to 30 years old also planned to pursue further study (26.8%), while 38.5% of the respondents at the age of over 30 years old planned to be self-employed after quitting their current job. The findings also showed that there were no significant relationships between gender and future plan with a p-value  $< 0.532$ .

In addition, the findings also indicated that there were significant relationships between ethnic group and future plan with a p-value  $< 0.037$ . The results showed that the respondents who were Thai planned to work with an organization in the restaurant industry and to be self-employed if they left their current job. Respondents who were non-Thai also plan to work with an organization in the restaurant industry, followed by work with an organization in a different industry. Finally, the findings showed that there were significant relationships between marital status and future plan with a p-value  $< 0.001$ . The results indicated that both single and married respondents mostly planned to work with an organization in the restaurant industry if they left their current job. However, more single respondents also planned to pursue further study, whereas more married respondents planned to be self-employed if they left their current job.

## 5.8 The Relationship between Factors Influencing Employee Turnover and Turnover Intention

**Hypothesis 6:** There is a relationship between factors influencing employee turnover and turnover intention.

The results showed that two variables that could predict turnover intention were relationship with colleagues and feedback of performance. The results of the study found that factors that had the greatest influences on employee turnover intention were relationship with colleagues ( $p$ -value  $< 0.014$ ) and feedback of performance ( $p$ -value  $< 0.044$ ), which can predict 45 percent of employees' turnover intention. In other words, the two variables had an effect towards turnover intention.

Relationship with colleagues was found to have a statistically significant value of  $b = -0.319$  with a negative relationship with turnover intention. It is quite rare for people to leave jobs in which they are happy even when offered a higher salary elsewhere. According to Shamsuzzoha & Shumon (2009), a poor relationship with co-workers can be an important reason for employees to leave their jobs; such a condition does not only decrease individual effectiveness but can also damage the organization's performance as a whole.

However, feedback of performance was found to have a statistically significant value of  $b = 0.174$  with a positive relationship with turnover intention. This research finding was consistent with the study of June (2004), which found that there was a positive relationship between performance appraisal and turnover intention. Feedback of performance allows the employer and its employee to openly discuss expectations of the organization and the employee's achievements, especially with regard to future developments of the employee. In addition, the collinearity statistics were applied, and the result of the analysis produced a VIF of 1.005, which is less than 10. Therefore, there is no multicollinearity.

## **CHAPTER VI**

### **CONCLUSIONS AND RECOMMENDATIONS**

The present study was aimed at identifying the internal and external factors influencing employee turnover of Thai restaurants in Miami, Florida. This included an analysis of the relationship between demographic characteristics and the study variables of factors that influence employee turnover as well as the relationship between demographic characteristics and personal data of the respondents. The study also examined employee behavior with respect to turnover intention in Thai restaurants in Miami, Florida. Lastly, the study investigated whether internal or external factors had the greatest influence on employee turnover intention. All of the study variables of employee turnover in this research were supported by previous studies, with the exception of ethnic group, in other areas of business, for other business sizes and in other cultures. Data were collected using interviewer-completed questionnaire surveys covering the influencing factors of employee turnover and employee turnover intention in Thai restaurants in Miami, Florida.

#### **6.1 Conclusion**

Employee turnover has been one of the most pressing issues in the restaurant industry for many years, and in general, the causes of turnover are still questionable. Several research studies have been conducted on the reasons for or causes of employee turnover in an attempt to prevent and solve the turnover problems for organizations. There are a number of factors that contribute to employee turnover. In this research, factors that contribute to employee turnover were classified into internal and external factors. Internal factors of employee turnover involve factors that are directly associated with the employee, which are demographic characteristics (age, gender, ethnic group, position, education level and marital status) and the employee's own past work experience. On the other hand, external factors of

employee turnover involve factors that are indirectly associated with the employee, which include pay and benefits, and work environment (the work itself, physical work environment, job security, opportunity for advancement, working hours, relationship with colleagues, recognition, training, amount of workload, empowerment, feedback of performance, job fit and location of job). Out of all the external factors, the highest influencing factor affecting employee turnover was pay, and the factor that respondents considered least influential was feedback of performance.

With respect to the relationship between demographic characteristics and work environment of both previous and current Thai restaurant, the research findings revealed that there were statistically significant differences between all the demographic characteristics and work environment, with the exception of ethnic group and work environment of previous Thai restaurant, which was found to have no statistically significant differences.

Age group was found to have statistically significant differences in work environment. The results specifically showed that there were statistically significant differences in the work itself, physical work condition, job security and relationship with colleagues for the previous Thai restaurant. The results also showed that there were statistically significant differences in the work itself, physical work condition, job security, opportunity for advancement and relationship with colleagues for the current Thai restaurant. Moreover, the research found that there were positive relationships between age and work environment. From the research findings, it can be concluded that older aged employees are more likely to quit a job than younger aged employees are.

Gender was found to have statistically significant differences in the work environment, and in this regards, the research found mixed findings between the two variables. For the previous Thai restaurant, the results confirmed that there were statistically significant differences in benefits and feedback of performance. When comparing the means of the two variables, benefits and feedback of performances influenced male to quit a job more than it influenced female. Conversely, the results confirmed that there were statistically significant differences in working hours and amount of workload for the current Thai restaurant. When comparing the means of

the two variables, working hours and amount of workload influenced females to quit a job more than it influenced males.

Ethnic group was found to have no statistically significant differences in work environment of the previous Thai restaurant. However, ethnic group was found to have statistically significant differences in work environment of the current Thai restaurant. For the current Thai restaurant, the results specifically confirmed that there were statistically significant differences in the work itself only and not the other aspects of work environment. When comparing the means among the two variables, the work itself influenced Thai respondents to quit a job more than it influenced non-Thai respondents to do so.

Education level was found to have statistically significant differences in work environment. For the previous Thai restaurant, the results specifically showed that there were statistically significant differences in the work itself, physical work condition, job security and relationship with colleagues. Similar findings were found for the current Thai restaurant. The results showed that there were statistically significant differences in the work itself, physical work condition, job security and job fit for the current Thai restaurant. Moreover, the research found that there were positive relationships between education level and work environment. From the research findings, it can be concluded that each specific work environment factor influences respondents with higher education levels to quit a job more than it influences respondents with lower education levels.

Marital status was found to have statistically significant differences in work environment. For the previous Thai restaurant, the results specifically confirmed that there were statistically significant differences in working hours only. However, the results specifically confirmed that there were statistically significant differences in working hours and amount of workload for the current Thai restaurant. From the research findings, it can be concluded that each specific work environment factor influences respondents who are married to quit a job more than it influences respondents who are single.

With regards to the relationship between demographic characteristics and turnover intention, the research findings revealed that there was a statistically significant difference when comparing the effect of the respondents' education level

on turnover intention. The results also showed that respondents with less education tend to have higher turnover intention than respondents with higher education. In other words, there is a negative relationship between education level and turnover intention. However, the findings confirmed that there were no statistically significant differences when comparing the effect of respondents' age, gender, ethnic group and marital status on turnover intention.

With respect to the relationship between demographic characteristics and work experience, the research findings indicated that there were significant relationships between age and position, age and work experience, age and length of service, gender and position, marital status and position, marital status and work experience, and marital status and length of service. However, the research findings also revealed that there were no significant relationships between gender and work experience, gender and length of service, ethnic group and position, ethnic group and work experience, and ethnic group and length of service.

With regards to the relationship between demographic characteristics and income, the research findings indicated that there were significant relationships between age and income, ethnic group and income, and marital status and income. However, the research findings also revealed that there was no significant relationship between gender and income.

Furthermore, the findings indicated that there were significant relationships between age, ethnic group, marital status and future plan. The results showed that employees of both age groups planned to work in an organization in the restaurant industry after they left their current job. Some of the respondents at the age of less than or equal to 30 years old planned to pursue further study while quite a few of the respondents at the age of over 30 years old planned to be self-employ after quitting their current job. The results also showed that Thai respondents planned to work with an organization in the restaurant industry and to be self-employ if they left their current job. Respondents who are non-Thai planned to work with an organization in the restaurant industry, and a small percentage of the respondents planned to work in an organization in a different industry. In addition, the research found that both single and married respondents planned to work with an organization in the restaurant if they left their current job. More single respondents planned to

pursue further study, whereas more married respondents planned to be self-employ, if they left their current job. However, the research findings revealed that there were no significant relationships between gender and future plan.

Regarding the comparison between internal and external factors, despite the importance of both, the findings indicated that external factors have the greatest influence on employee turnover intention, specifically relationship with colleagues and feedback of performance factors.

From the findings, it can be concluded that employee turnover can be extremely devastating for any company. Reasons for employee turnover can be due to both internal and external factors. High turnover rates among employees in general have a significant negative impact on the organization. Even though there are negative effects, some turnover can become positive if controlled correctly and appropriately by the organization. Therefore, it is crucial for organizations to identify the influencing factors of employee turnover and to find strategies to overcome the problem because turnover is harmful to performance, profitability and the smooth operation of an organization as a whole.

## **6.2 Recommendation from the Research Findings**

Based on the finding of this study, employee turnover remains as one of the most persistent and frustrating concerns for restaurant businesses. If restaurant operators do not understand the importance of the causes, the effects and the control needed in reducing employee turnover, they will continue to experience major losses of revenue, due to increased costs, lost production and poor morale on the part of their employees. In order to minimize or reduce employee turnover rates in the restaurant businesses, several strategies are recommended as follows:

### **6.2.1 Conduct an Exit Interview**

According to the research findings, there are many influencing factors that employees considered important in their decision to leave a job. The researcher would suggest that the concerned restaurant owners should consider conducting an exit interview for each departing employee. An exit interview is a means of determining

the reasons why a departing employee has decided to leave an organization (Cho, 2001). The purpose of an exit interview is to gather employee feedback on the work experience and to provide quantifiable data on why employees are leaving the organization (Cintron, 2006). Most restaurant owners do not know why their employees leave. Employees typically use two reasons for leaving an organization: more pay and a better job (Bonn & Forbringer, 1992). Exit interviews should be conducted for two reasons: (1) to learn why employees leave and (2) to learn what can be changed to ensure that more employees do not leave (Roseman, 1981). Owners should develop a profile of employees who leave and document the reasons. This information can be useful during the selection process for new employees.

### **6.2.2 Implement Employee Retention Programs and Strategies**

Reducing employee turnover is critical to assisting long term growth and success of an organization. Employers need to understand that employees don't live to work but work to live (Cintron, 2006). In addition, organizations must recognize that quality of life is becoming more and more important to employees. Implementing an employee retention programs will offer organizations several strategies for reducing turnover. Employee retention is one of the most significant obstacles in the ability of organizations to keep employee in the organization and avoid unwanted turnover. It is a business management term referring to efforts by employers to retain current employees in their workforce (Cho, 2001). In other words, it is a process of encouraging employees to work with the organization for a maximum time period or until the completion of a project. Employees who have relatively low levels of job satisfaction are certainly the most likely to quit their jobs (Spector, 1985). Consequently, organizations with low average satisfaction levels tend to have the highest turnover rates (Hancer & George, 2003). Therefore, several programs and strategies are recommended to reduce employee turnover rate.

Organization should develop a competitive compensation package that includes not only attractive pay but also long-term incentive compensation with components such as benefits, flexible work schedules, lump sum bonus or sharing of profits. A standard benefits package including health, dental and life insurance, vacation and leave policies, an investment and retirement plans, and stock options is

something to be considered. Also, pay for performance or providing recognition and reward structures that support continuous improvement at all level is essential for compensation structure (Bonn & Forbringer, 1992).

Furthermore, several work environment factors were found to have an influence on the employee's decision to leave a job. Because of this, organizations should provide good a working environment for their staff. It is the responsibility of an organization to create and maintain a positive work environment. The environment in which people work has an impressive effect on the level of satisfaction for themselves and for the work that they do. Without a good working environment, organizations are engage for a high turnover rate and lower productivity (Rampur, 2009). Based on the findings, it is imperative that organizations create a working environment that enables employees to make the maximum use of their abilities and support their professional and personal growth. A good working environment does the following: (1) makes work fun because people want to enjoy their work; (2) provides sufficient physical work conditions that are safe to work in; (3) gives employees confidence for continuity of employment through adequate job security; (4) promotes for advancement within the company; (5) encourages friendly employee relationships; (6) maintains reasonable amount of workload; and (7) ensures an employee's skills, interests and personal characteristics are consistent with the requirements of their work.

Employee retention incentives can help keep employees to stay with the company for as long as possible. Moreover, organizations should use motivational factors to encourage employees to be loyal to their jobs. Morale in work is another important factor that makes employees enthusiastic in their work and to create good relationships between supervisor, subordinates and colleagues. Employee retention can definitely help organizations achieve the target of the organization, keep employees happy and provide employees with a chance to improve in their careers.

Consequently, if the above strategies are taken into account, organizations will be able to survive and grow in a dynamic environment by treating their employees as one of their most valuable assets. Employees are the backbone of any business success; therefore, they need to be kept motivated and maintained (Ongori, 2007). Employees who are satisfied are more likely to stay working for the organization.

Hence, if these strategies are put in place properly, organizations will be able to minimize employee turnover.

### **6.3 Recommendation for Future Research**

This research has focused on identifying internal and external factors influencing employee turnover in Thai restaurants in Miami, Florida. Also, the relationship between demographic characteristics and the study variables of factors that influence employee turnover as well as the relationships among demographic characteristics and personal data of the respondents was investigated. In addition, employee behavior with respect to turnover intention was examined. For future study, research could be conducted in connection to the key findings of this study.

Further qualitative study with in-depth interviews should be carried out to gain a better understanding of the causes and effects on employee turnover in the restaurant industry, as well as to explore the predictors for employee turnover intention in order to gather deeper understanding of the issues involved. Qualitative research has special value for investigating complex and sensitive issues. This approach excels at “telling the story” from the viewpoint of participants, providing rich descriptive details to gain a deeper understanding of how people think. Also, the sample size of this study is quite small, so future study should consider increasing the sample size to find more relationships among different influencing factors.

Additionally, since this study was limited only to full-service Thai restaurants in Miami, Florida, in the future, the study should be repeated in other locations to find differences in different contexts, or the research could be conducted as a cross-cultural study to observe different results. Moreover, studying the factors (other than the factors studied in this research) that contribute to employee job satisfaction or influence employee turnover would make a valuable contribution to restaurant industry.

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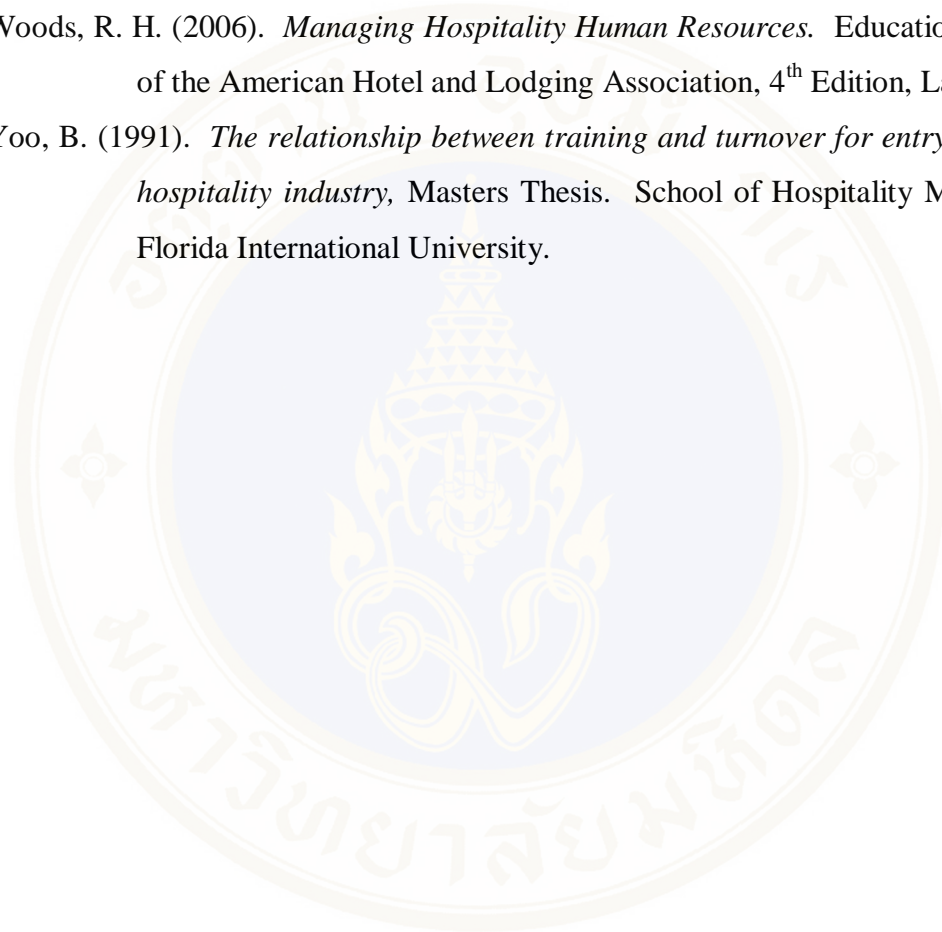
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## QUESTIONNAIRE SURVEY

### A STUDY OF FACTORS INFLUENCING EMPLOYEE TURNOVER OF THAI RESTAURANTS IN MIAMI, FLORIDA

Interviewer: \_\_\_\_\_ Date: \_\_\_\_\_ Questionnaire Number: \_\_\_\_\_

#### Part I: General Information

(Please mark  in the  or fill in the blank space for your written responses)

1. Age  ≤ 20  21 - 30  31 - 40  41 - 50  Over 50
2. Gender  Male  Female
3. Ethnic Group  Thai  Non – Thai (*Please specify*): \_\_\_\_\_
4. Position  Manager  Bartender  Host/Hostess  
 Wait staff  Kitchen staff  Bus person
5. Education Level  < Bachelor  Bachelor  Masters  Doctorate
6. Marital Status  Single  Married  Other \_\_\_\_\_

#### Part II: Factors Influencing Employee Turnover

7. How long did you work for the previous Thai restaurant?

- < 3 months  3 – 6 months  7 – 12 months  > 12 months

8. How long have you been working in the restaurant industry?

- < 6 months       6 – 12 months       13 – 24 months       > 24 months

9. What were the reason(s) for leaving your previous job? How influential are each factor when makes your decision to quit your job? (Influencing factors are coded as follows: 1 = Very uninfluential and 7 = Very influential).

Factors	Level of Influence						
	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
The work itself	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Pay	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Benefits	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Physical work condition	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Job security	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Opportunity for advancement	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Working hours	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Relationship with colleagues	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Recognition	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Training	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Amount of workload	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Empowerment	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Feedback of performance	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Job fit	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Location of job	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7

### Part III: Job Satisfaction of Current Job

10. How long have you been working for the current company?

- <3 months       3 – 6 months       7 – 12 months       13 – 24 months       >24 months

11. Please mark  $\surd$  and rank each factor that you consider important while working at your current job. (Importance factors are coded as follows: 1 = Very unimportant and 7 = Very important).

Factors	Level of Importance						
The work itself	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Pay	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Benefits	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Physical work condition	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Job security	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Opportunity for advancement	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Working hours	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Relationship with colleagues	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Recognition	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Training	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Amount of workload	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Empowerment	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Feedback of performance	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Job fit	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Location of job	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7

12. What is your current income (per month)?

- Below \$1,000                       \$1,001 - \$2,000                       \$2,001 - \$3,000  
 \$3,001 - \$4,000                       \$4,001 - \$5,000                       Over \$5,000

<b>Part IV: Turnover Intention</b>
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13. I plan to work with this organization for a long time.

- Strongly agree                       Agree                       Somewhat agree  
 Neither agree or disagree       Somewhat disagree       Disagree  
 Strongly disagree

14. If you leave your current job, where are you going?

- An organization in the restaurant industry
- Self employment
- An organization in a different industry
- Not working
- Pursue further study
- Other (*please specify*): \_\_\_\_\_

**Part V: Comments and Suggestions**

15. Please take a moment to make further comments or suggestions. Your feedback is genuinely important for this research.

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**Thank you for your participation**

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