

Employee Retention: Causal Analysis for Non-Profit Organizations in Thailand*

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Abstract

The purpose of this study is to explore the factors affecting employee's intent to stay to work for non-profit organizations. The studied employed documentary research and survey research methods. The data was collected from 453 full-time employees who work in non-profit organizations. Majority of employees work in non-profit organizations for about 4-6 years. Main income of the organizations that the data was collected were from donation, others, government and fundraising activities in order of the most to the least. The studied variables of human resource practices were opportunities for learning, relationship with colleagues and supervisors, participation, job stress, and mission attachment. They were found to relate with employee engagement and intent to stay. Employee engagement was studied to be the mediated variable to intent to stay, and intent to stay as the dependent variables. The causal model showed that opportunities for learning, relationship with colleagues and supervisors, participation, job stress, mission attachment, and employee engagement had direct effect to intent to stay. Opportunities for learning, relationship with colleagues and supervisors, participation, and job stress had indirect effect to intent to stay through employee engagement. Most variables had a positive relationship with total effect, while job stress had a negative effect. These relationships suggested an organization to manage effectively in terms of job assignment and support. Organizations should assign their employees jobs and tasks that are suitable for them. They should also enhance their employees' skills and knowledge by job performance and other training. Moreover, the feedback is also important. It enhances the employees' engagement as well as perception of being importance in the organization. These practices were recommended in order to increase the employees' intent to stay. While doing the research, it was found that non-profit organizations are privately manage accordingly to its mission and that are the reasons that lead an organization to administrate in certain way. Future research hence can focus on types of non-profit organizations in Thailand. These different types of organizations can also be further studied extensively in terms of factors affecting employees' intent to stay.

Keywords: Non-profit organization, retention, human resource, engagement

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การธำรงรักษาเจ้าหน้าที่: การวิเคราะห์เชิงสาเหตุในองค์กรไม่แสวงหากำไรในประเทศไทย*

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บทคัดย่อ

การศึกษาเรื่อง “การธำรงรักษาเจ้าหน้าที่: การวิเคราะห์เชิงสาเหตุในองค์กรไม่แสวงหากำไรในประเทศไทย” มีวัตถุประสงค์เพื่อศึกษาปัจจัยที่ส่งผลต่อความตั้งใจในการคงอยู่ของเจ้าหน้าที่ในองค์กรไม่แสวงหากำไร การศึกษาครั้งนี้ใช้วิธีการวิจัยเอกสารและการวิจัยเชิงสำรวจ เก็บข้อมูลจากกลุ่มตัวอย่าง 453 คน ซึ่งเป็นเจ้าหน้าที่ประจำในองค์กรไม่แสวงหากำไร ผลการสำรวจพบว่า กลุ่มตัวอย่างส่วนมากทำงานในองค์กรไม่แสวงหากำไรนั้น ๆ มา 4-6 ปี รายได้หลักขององค์กรเรียงลำดับจากมากไปหาน้อย มาจากการบริจาค รายได้อื่น ๆ รัฐบาล และกิจกรรมระดมทุน ปัจจัยที่ศึกษาสำหรับการบริหารทรัพยากรมนุษย์ในองค์กร ได้แก่ โอกาสในการเรียนรู้ ความสัมพันธ์ที่ดีกับเพื่อนร่วมงานและผู้บังคับบัญชา การมีส่วนร่วม ความเครียดในการทำงาน และความผูกพันต่อพันธกิจ ปัจจัยเหล่านี้ส่งผลต่อความผูกพันของเจ้าหน้าที่ และความตั้งใจในการคงอยู่ในองค์กร ผลการวิเคราะห์โมเดลเชิงสาเหตุพบว่า โอกาสในการเรียนรู้ ความสัมพันธ์ที่ดีกับเพื่อนร่วมงานและผู้บังคับบัญชา การมีส่วนร่วม ความเครียดในการทำงาน และความผูกพันต่อพันธกิจ มีความสัมพันธ์ทางตรงกับความตั้งใจในการคงอยู่ของพนักงาน โอกาสในการเรียนรู้ ความสัมพันธ์ที่ดีกับเพื่อนร่วมงานและผู้บังคับบัญชา การมีส่วนร่วม และความเครียดในการทำงาน มีผลทางอ้อมต่อความตั้งใจในการคงอยู่ของพนักงาน จากความสัมพันธ์ดังกล่าวสามารถเสนอแนวทางการบริหารงานองค์กรไม่แสวงหากำไรได้โดยการมอบหมายงานและการสนับสนุน การมอบหมายงาน ควรมอบหมายงานที่เหมาะสมกับเจ้าหน้าที่ สนับสนุนให้เกิดการพัฒนาความรู้และทักษะต่าง ๆ สิ่งเหล่านี้จะช่วยให้พนักงานมีความประสงค์จะอยู่ในองค์กรต่อไป ซึ่งระหว่างการศึกษาพบว่า ลักษณะขององค์กรไม่แสวงหากำไรนั้นมีความหลากหลาย เนื่องจากเป็นองค์กรที่ดำเนินการตามพันธกิจเป็นหลัก ซึ่งพันธกิจของแต่ละองค์กรมีความแตกต่างกัน สิ่งนี้จึงเป็นประเด็นที่ควรให้การศึกษาอย่างละเอียดต่อไป

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Introduction

Employee retention is the most discussed topics in human resource management. It was long studied in the field of business and for-profit organizations (e.g. Ramlall, 2004; Samuel & Chipunza, 2009). Later on, the topic was widely discussed in other professional career such as teacher retention (e.g. Shen, 1997; Inman & Marlow, 2004), doctor retention (e.g. Hoyal, 1995), nurse retention (e.g. Shields & Ward, 2001; Cangelosi, Markham, & Bounds, 2008), and those of public sector (e.g. Samuel & Chipunza, 2009; Sadangharn, 2010). As this can be seen, employee retention is very important to the organization because the cost of turnover is high to the organization. For examples, the organization loses knowledge, skills, and experiences that the employee brings with them, and the cost to seeking new employee as well as training.

Non-profit organization is similar to other sectors – they need human resource to perform the organizational tasks. Moreover, non-profit organizations are playing important roles to society recently. It serves as a gap filler to public services. For example, in Thailand, the foundations such as Ruamkatanyu Foundation, Poh Teck Tung Foundation are often seen to help with the accidents. Non-profit organizations also help to enhance people's quality of life such as granting scholarships for the good students to be able to study in higher education, the poor gets help with the food they need. Having said this, non-profit organizations' importance cannot be denied. In Thailand, the number of non-profit organizations increased 17.2 percent in accordance with the last two surveys (National Statistical Office, 2013). Even though the number caused interest and its important cannot be denied, number of people working for non-profit organizations is going down (Armstrong et al., 2009). The reasons from previous studied showed that the main income of the organizations were from fundraising activities and donation. That forced non-profit organizations to operate in certain way, and their main expense must be for the benefits of the public than the administration cost. Therefore, it was perceived employees who work for non-profit organization work under stress and receive low wages, and hence lead to turnover. This became challenges for non-profit organizations to retain their staff. Since the roles of non-profit organizations become very important as it contributes benefits to the society and enhances quality of lives, that is why employees in non-profit organizations should be retained.

Objectives of the Study

1. To explore the current status of non-profit organizations in Thailand – that is to survey on employees who work in non-profit organizations and the sources of organizational income.
2. To study factors affecting employees' intent to stay focusing on human resource practices and employee engagement.

3. To develop a causal model of particular human resource practice – namely opportunities for learning, relationship with supervisors and colleagues, participation, job stress, and mission attachment; employee engagement; and intent to stay.

4. To suggest human resource practices that increase the level of employees' intent to stay.

Literature Review

Employees retention in an organization was studied for a long time. It was studied in business firms, in public organization, as well as non-profit organizations. To begin with, the idea of non-profit organizations and its management are explained.

Different countries defined non-profit organizations in accordance with the countries' laws and regulations. In Thailand, the Office of the National Economic and Social Development Board (2010) defined non-profit organizations as any entity or institution that operate for the public benefits. It must be separate from the government although it can receive financial support for the government. It must be self-governing and non-compulsory for their members to commit with time and money by laws. According to the definition provided, non-profit organizations can be non-government organizations (NGOs), arts and culture organizations, sports clubs, advocacy groups, foundations, community based or grass roots associations, political parties, social clubs, unions, business and professional associations, and religious congregations.

As stated earlier, non-profit organizations operate for the public benefits. Most of their income must spend for charitable purposes. That forces non-profit organizations to manage differently, in comparison to business firms or public organizations. There are three main types of employees in non-profit organizations – paid employees, volunteers, and others (National Statistical Office, 2013).

Paid employees are employees who receive payment for their work (Leete, 2006). There are three types of paid employees (National Statistical Office, 2013). First, full-time employees who receive pay for their work continuously at the same time. The type of work done are routine. Second, priests who receive position allowance. Third, employees who work temporarily and receive pay for their performance.

Volunteers are the main resources of non-profit organizations (Worth, 2012). They are anyone who devotes time, labor, knowledge, skills or money to the organization without getting financial benefits in return. Worth (2012) classified two types of volunteers. First, volunteers who serve as members such as governing board who help the organization without receiving any pay. The other type is those who deliver services or programs without pay – so called service volunteer.

Other type of employees are workers who were assigned to perform tasks in non-profit organizations. They may or may not be willing and they do not get paid (National Statistical Office, 2013).

Due to the fact that many non-profit organizations rely heavily on volunteers to perform services or programs, turnover is hence at the high rate because workers come and go for a specific period. Full-time employees are key performers who continue the work of non-profit organizations. It is important to retain employees in non-profit organizations because the cost of turnover caught significant attention. Turnover involved a lot of losses and expenses. For examples, the organization lost knowledge and skills of staff that leave the organization with the employee. The organization also has to spend additional cost for recruiting new employees as well as training them. It also has indirect cost with the reliability of the organization when it comes to the contact with the client (Armstrong et al., 2009).

There were studies in non-profit organizations of the factors affecting employees' intent to stay. Intent to stay is the intention of an employee or a member of an organization to stay working for the current organization. There are several factors that were studied to affect intent to stay.

Employee engagement was defined by Corporate Leadership Council (2004) as the extent to which employees are attached to something or someone in the organization, rationally or emotionally. It was studied extensively to be related with employees' intent to stay. Saks and Rotman's (2006) presented that engagement influenced intent to stay. The higher the level of engagement showed higher level of intent to stay.

Employee engagement occurred from certain human resource practices. It was a part and extension of job satisfaction and organizational commitment. In order to increase intent to stay, it was assumed that organization should increase the level of employee engagement. Because of that, certain human resource practices that influence employee engagement and intent to stay are reviewed as follows.

Opportunities for learning was found to motivate employees and hence engage employees with what they are doing (Hannum et al., 2011). Opportunity Knocks.Org (2012) also found that career development in terms of employees enhancing their knowledge and skills are important factor for them to stay working for the organization. Similarly, Tuntivat, Rungruangwuddikrai and Khannapa (2013) who studied factors affecting turnover of employees in research and development non-profit organizations discovered that the atmosphere of learning organization – that is to develop an individual, environment and the whole organization that facilitate learning and enhancing knowledge and skills – increased organizational commitment and job satisfaction. Not only opportunities for

learning engaged employees, it increases the tendency of working for the organization of employees. As the Opportunity Knocks.Org (2012: 4) stated that '[n]on profit employees want to work in a place where they can advance and develop skills'. Tuntivivat and Piriyaikul (2015) also found out in their study of 344 generation X workers of 32 nonprofit organizations within Bangkok metropolitan areas that there was a direct effect between learning opportunities of employees in terms of learning organization culture and intent to stay. The higher level of opportunities an employee has, the higher their intent to stay.

Relationship with colleagues and supervisors were also important that will engage employees and employees' intent to stay. As Opportunity Knocks.Org (2012) found out that a positive relationship in the organization highlighting the direct supervisor related positively to employee engagement. Kim and Lee (2007) also found in their study that positive relationship and communication with supervisor and co-worker will increase happiness of an employee which then leads to higher intent to stay.

Participation refers to the practice that the organization encourages employees to be a part of their work, of the organization. For example, employees take part in giving suggestions and comments, decision making. That also include receiving feedback in what they do. Different scholar used different terms for this such as Sweeney and McFarlin (1997) defined as 'performance appraisal and achievement', while Kim and Lee (2007) defined as 'feeling of appreciation'. They studied that this practice engages employees and employees are likely to stay working for the organization.

Job stress was found to reduce the level of employee engagement and intent to stay. Sarti (2014) reviewed the relationship between job stress and burnout and engagement. The author presented that there was a negative relationship between them. The higher the job stress was shown, the lower level of engagement. Supported by a study by the Association of Fundraising Professionals (AFT) (2007), the organization demonstrated that stress from the demands of the job determined employees to leave the organization. Likely, Armstrong, Bluit-Fisher, Lopez-Newman, Paul and Paul (2009) stated that working in non-profit organizations is stressful. The job itself is hard and the demand of the job is high. The demand from the board, president and clients is high (Association of Fundraising Professionals, 2007; Armstrong et al., 2009).

Mission attachment is the extent to which an employee attaches to the mission of the organization. There were many studies that found the relationship of mission attachment to employee engagement and intent to stay. For example, the Opportunity Knocks.Org (2012) found the significant relationship between engagement and mission attachment. Brown and Yoshioka (2003) found out that mission attachment increase employees' intent to stay. The finding was confirmed by Kim and

Lee (2007) who replicated the study but used different sample group. Their finding demonstrated that higher level of mission attachment increased employees' intent to stay.

There were other factors that were found to be related with employee engagement and employees' intent to stay such as salary and benefits. Although it could not be denied that salary and benefits were related to the employee engagement and intent to stay (Brown & Yoshioka, 2003; Kim & Lee, 2007), it did not show either positive relationship. In other words, more salary and benefits an employee received did not increase employee's engagement or intent to stay. It was rather the matter of there was or there was not, enough or not enough (Opportunity Knocks.Org, 2012).

Research Process

This study applied an obtrusive research method by first gathering data from various sources such as library, online library, and so on. Then the researcher reviewed relevant documents to obtain variables by grouping and categorizing variables. First, opportunities for learning included in-house and outside training, the work environment that allow employees to enhance own skills, as well as the job itself that challenges employee to develop oneself. Second, relationship with colleagues and/or supervisors is the extent to which an employee receives support from colleagues and/or supervisors including the level of positive personal relationship with them. Third, participation can be work environment, management style that involve employee in a part of important decision-making, a perception that an employee has of being a part of an organization through receiving feedback. Fourth, job stress referred to work overload, responsibilities that an employee has to take and emotional exhausted. Mission attachment referred to an emotional attachment towards the mission of his or her organization. By that, she or he understands and believes in the organizational mission. Employee engagement referred to the extent to which an employee attaches to both job and organization, the willing to challenge something for the organization. Intent to stay referred to the tendency of an employee to stay working for the organization. It involved the behavior of searching for new jobs. Salary and benefits were not included in the study because it did not show the positive or negative relationship between it and employee engagement or intent to stay. As stated earlier, more salary and benefit an employee received did not increase the level of employee engagement or intent to stay. It was rather the matter of enough or not enough. Therefore, the factor was not included in this study.

Apart from grouping into variables, their relationships were also analyzed and the causal was proposed as presented in the figure shown below.

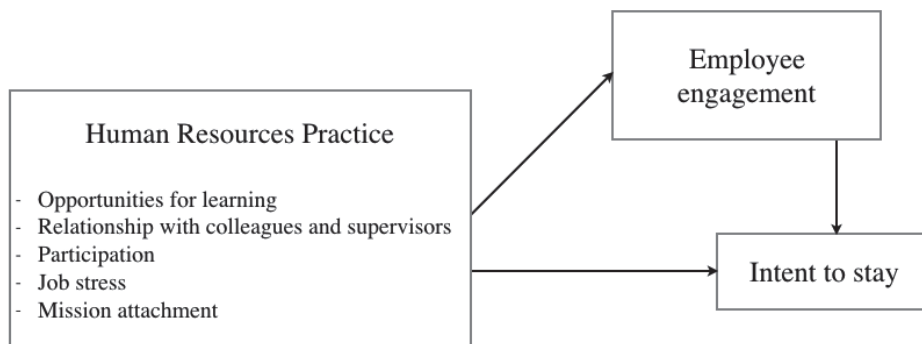


Figure 1. Conceptual Model Retrieved from Documentary Research

The model was then tested using confirmatory factor analysis method and adjusted using Model Modification Indices (MI). The adjusted model was used for the study.

Obtained data was analyzed using mean and standard deviation to explore the trend of each factor. Path analysis was used for the causal analysis in accordance with the model.

Hypotheses

According to the literature review and conceptual framework proposed in figure 1 above, the hypotheses and model are outlined as follows.

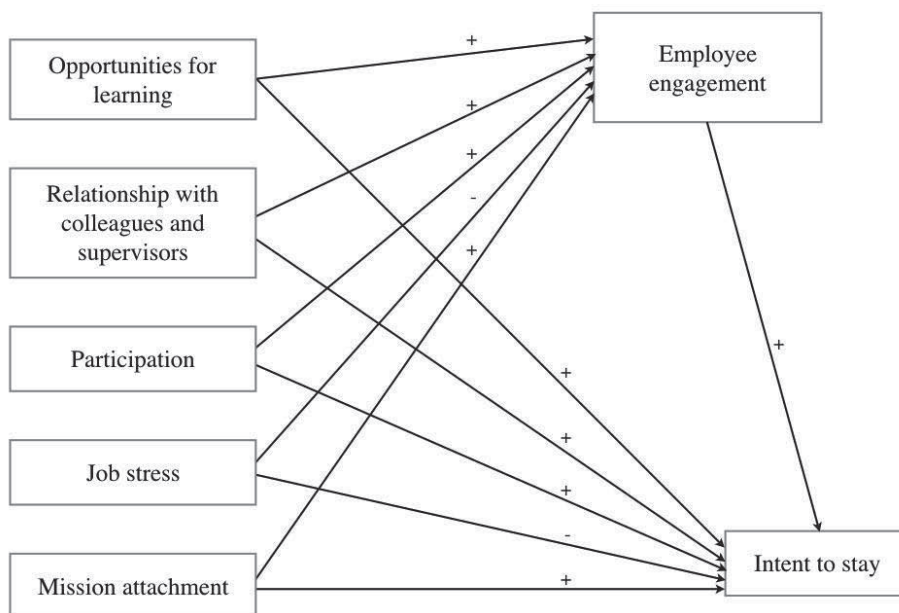


Figure 2. Causal Relationship between Human Resource Practices, Employee Engagement and Intent to Stay

The hypotheses can be grouped in two according to the dependent variables as follows.

Group One: Relationship with Employee Engagement

H0a: Opportunities for learning does not have positive relationship with employee engagement.

H1a: Opportunities for learning has positive relationship with employee engagement.

H0b: Relationship with colleagues and supervisors does not have positive relationship with employee engagement.

H1b: Relationship with colleagues and supervisors has positive relationship with employee engagement.

H0c: Participation does not have positive relationship with employee engagement.

H1c: Participation has positive relationship with employee engagement.

H0d: Job stress does not have negative relationship with employee engagement.

H1d: Job stress has negative relationship with employee engagement.

H0e: Mission attachment does not have positive relationship with employee engagement.

H1e: Mission attachment has positive relationship with employee engagement.

Group Two: Relationship with Intent to Stay

H0f: Opportunities for learning does not have positive relationship with intent to stay.

H2f: Opportunities for learning has positive relationship with intent to stay.

H0g: Relationship with colleagues and supervisors does not have positive relationship with intent to stay.

H2g: Relationship with colleagues and supervisors has positive relationship with intent to stay.

H0h: Participation does not have positive relationship with intent to stay.

H2h: Participation has positive relationship with intent to stay.

H0i: Job stress does not have negative relationship with intent to stay.

H2i: Job stress has negative relationship with intent to stay.

H0j: Mission attachment does not have positive relationship with intent to stay.

H2j: Mission attachment has positive relationship with intent to stay.

H0k: Employee engagement does not have positive relationship with intent to stay.

H2k: Employee engagement has positive relationship with intent to stay.

Research Tool

The study used questionnaire to obtain data. The questionnaire was constructed using questions from previous research in relevant fields. However, the data collection was done in Thailand and the questionnaire needed to be translated, its validity and reliability were calculated. The questionnaire was adjusted until its validity for each item had the index of item objective congruence (IOC) above 0.5.

Then its reliability was tested with 50 employees who fitted the same criteria as the sample but were not included in the sample group. The result of reliability test showed Cronbach's Alpha level of .897.

The questionnaire consisted of three parts. First part was to obtain general information in order to analyze the status of the employees in non-profit organizations in Thailand. It contained two questions regarding working tenure and source of main income of the organization. Second part was to obtain information regarding employees' perception and feelings on human resource practices, their engagement and intent to stay. There were total of seven factors with thirty-seven items – eight of them were reverted scale. The questionnaire used five point Likert scale from five (strongly agree) to one (strongly disagree). Third part was open-ended questions consisting of three questions in regards to other reasons that an employee wants or not want to work in the organization as well as other comments.

Sampling

There are more than 70,000 non-profit organizations in Thailand (National Statistical Office, 2013), hence it is difficult to obtain data from full-time employees for all organizations. The total population of non-profit full-time employees was also unknown. The researcher used Cochran's (1977) technique due to its method well fitted with the sampling number when the population is unknown. The formula is shown below.

$$n = \frac{Z^2}{4e^2}$$

n = sample size

Z = level of confidence of 95%, value at 1.96

e = errors at maximum of 0.05

The formula can be calculated as follows.

$$n = \frac{Z^2}{4e^2}$$

$$n = \frac{(1.96)^2}{4(0.05)^2}$$

$$n = 384.16 \approx 385$$

Therefore, the minimum number of sample should be around 385 individuals. The author used the sample size to 500 which was above the minimum sample size. This was to protect the low response rate.

The techniques used to collect data was a two-stage cluster sampling by first, the author divided the name list of non-profit organizations in Thailand into four regions – they are North, Northeast, Central and South. After that, the author used simple random sampling by selecting organizations from the four regions equally. Then the author contacted the organization to obtain the number of full time employees in the organizations and requested for their cooperation to fill in the questionnaire. The process was done until reaching the target number of individual employees. The process resulted in ten organizations each region. The researcher then followed up on the questionnaire after they were sent out and reminded them to return.

Data Analysis

According to the processes said earlier, there were several methods that the author used for data analysis. To begin with, the author applied documentary research to obtain variables. The author analyzed data using grouping and classification to reduce the number of variables and select those that were seen to be relevant with the non-profit organizations.

After the variables were outlined, their relations were also presented. The researcher used confirmatory factor analysis (CFA) to adjust the model.

The main data analysis was consisted of both descriptive and inferential statistics. In order to explore the status of employees in non-profit organizations, the author used frequencies, means and standard deviations. In terms of analyzing causal relationship between variables, the author used path analysis.

Findings

The questionnaire was sent to 500 employees and received return of 453. It was 90.6 percent of the total sample. The findings from the sample demonstrated threefold. They were current status of employees in non-profit organizations, factors affecting employees' intent to stay and causal relationship between factors.

To begin with, the tables below presented the frequencies of samples in terms of tenure and organizational income to reflect the current status of employees in non-profit organizations.

Table 1. Frequency of Tenure

Data	Frequency	Percent
1) Less than 6 months	12	2.6
2) 6 – 12 months	15	3.4
3) 1 – 3 years	117	25.8
4) 4 – 6 years	216	47.7
5) More than 6 years	93	20.5
Total	453	100.0

Table 1 showed that most employees in the sample have worked in their current non-profit organizations between four to six years (47.7 percent), one to three years (25.8 percent), and more than six years (20.5 percent) respectively. Only some work less than a year (3.4 percent), and less than six months (2.6 percent).

Table 2. Frequency of Organizational Income

Data	Frequency	Percent
1) Donation	240	53.0
2) Government	69	15.2
3) Fundraising activities	24	5.3
4) Others	120	26.5
Total	453	100.0

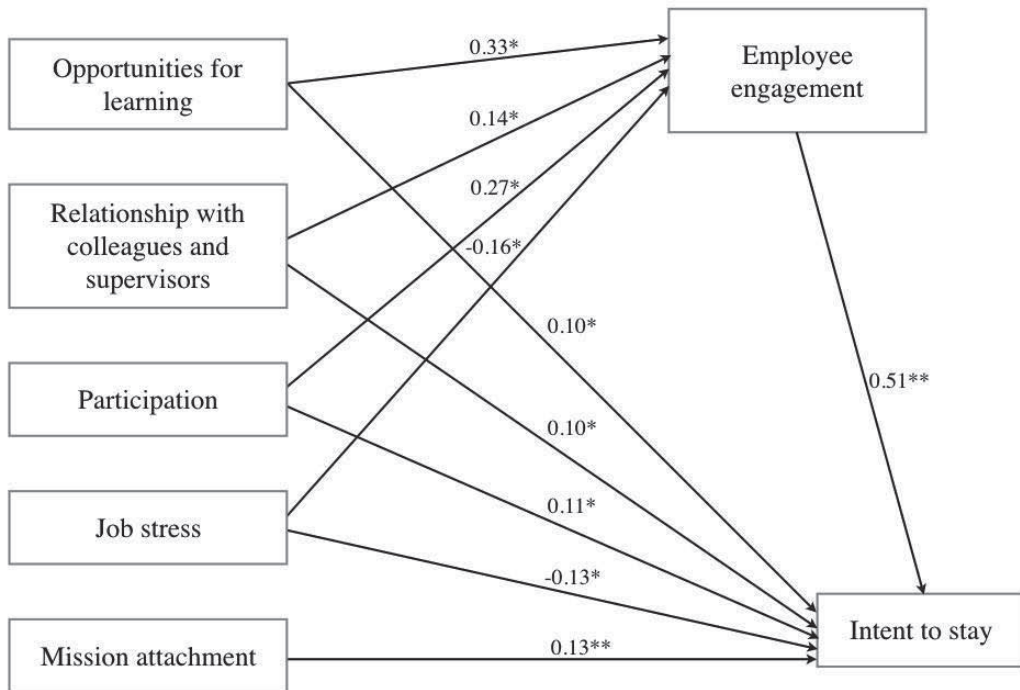
Table 2 presented that more than half of the organizations received income of donation (53 percent). Some received main income from the government (15.2 percent). There were a few fundraising activities at 5.3 percent. ‘Other’ category was listed high with 26.5 percent. Many of them specified that their main income came from certain activities such as selling products, selling educational courses and lessons.

The second part of the findings presented the factors in this study. The table below showed descriptive analysis of the factors.

Table 3. Means and Standard Deviations of Factors

Factors	Means	Standard Deviations
1) Opportunities for learning	3.3819	0.87327
2) Relationship with colleagues and supervisors	3.8993	0.69824
3) Participation	3.3982	0.84140
4) Job stress	2.9148	0.78474
5) Mission attachment	3.8102	0.64949
6) Employee Engagement	3.6623	0.53490
7) Intent to stay	3.4777	0.80812

The data from sample showed that almost all factors have a mean of 3s. There were relationship with colleagues and supervisors ($\bar{x} = 3.8993$, $SD = 0.69824$), mission attachment ($\bar{x} = 3.8102$, $SD = 0.64949$), employee engagement ($\bar{x} = 3.6623$, $SD = 0.53490$), intent to stay ($\bar{x} = 3.4777$, $SD = 0.80812$), participation ($\bar{x} = 3.3982$, $SD = 0.84140$) and opportunities for learning ($\bar{x} = 3.3819$, $SD = 0.87327$) respectively. Only job stress was below three ($\bar{x} = 2.9148$, $SD = 0.78474$).

**Figure 3.** Causal Relationship between Factors and Intent to Stay

Chi-Square = 0.00, $df = 0$, $P\text{-value} = 1.00$, $RMSEA = 0.00$, ** $p < .01$, * $p < .05$

The figure above demonstrated the causal relationship between factors and intent to stay. The model, however, was adjusted and removed the line that did not show significant relationship. That was the relationship between mission attachment to employee engagement. Goodness of fit statistics showed chi-square of 0.00, $df = 0$, $P\text{-value} = 1.00$, $RMSEA = 0.00$, that were in line with the accepted criteria ($\chi^2 > 0.05$, $df = < 3$, $P\text{-value} > 0.05$, $RMSEA < 0.06$ as stated in Hair et al, 2005). The ** showed significance level at .01, and * indicated significance level at .05. The model was fitted.

Table 4. Path Coefficient, Direct, Indirect and Total Effects to Employees' Intent to Stay.

Causes	Direct Effect	Indirect Effect	Total Effect
1) Opportunities for learning	0.10	0.17	0.27
2) Relationship with colleagues and supervisors	0.10	0.07	0.17
3) Participation	0.11	0.14	0.25
4) Job stress	-0.13	-0.08	-0.21
5) Mission attachment	0.13	-	0.13
6) Employee Engagement	0.51	-	0.51

The table above demonstrated that there are six factors that had direct effect to employees' intent to stay. Five of them had positive relationship and one had negative relationship. The positive relationship presented employee engagement (0.51), mission attachment (0.13), participation (0.11), opportunities for learning and relationship with colleagues and supervisors (0.10) respectively. Job stress showed negative relationship with intent to stay at -0.13.

The data presented four factors that had indirect effect to intent to stay through employee engagement. They were opportunities for learning (0.17), participation (0.14), and relationship with colleagues and supervisors (0.07) respectively. One factor that showed negative relationship was job stress at -0.08.

The total effect of the factors to intent to stay were employee engagement (0.51), opportunities for learning (0.27), participation (0.25), relationship with colleagues and supervisors (0.17), and mission attachment (0.13) respectively. One factor that showed negative relationship was job stress (-0.21).

Discussion and Conclusion

This research aimed to explore the current status of non-profit organizations in Thailand. It also aimed to study factors affecting employees' intent to stay and develop a causal model of the factors. Finally, the study intended to suggest human resource practices for non-profit organizations.

To begin with, the findings above showed that almost half of the sample have worked for non-profit organizations between four to six years. Main source of organization's income was mainly from donation. Although 'other' income was found to be the second source in place, sample group stated that their income was mainly from selling products, selling educational courses and lessons, doing campaigns and so on. These can also be interpreted as 'fundraising' activities. As Andreassen and Kotler (2008) gave the definition of fundraising as an activity that an organization implement to collect financial resources. If adding the percentage of other source of income to fundraising activities, it will be the second main source of income. The sample matched the survey of National Statistical Office's (2013) survey – saying that most non-profit organizations received income from donation in which can be money, assets or other things.

Each factor presented similar average in the sample group, specifically around three from the scale of five. To repeat, the average of opportunities for learning demonstrated 3.3819, relationship with colleagues and supervisors was 3.8993, participation was 3.3982, job stress was 2.9148, mission attachment was 3.8102, employee engagement was 3.6623, and intent to stay 3.4777. From the numbers, it can be concluded that employees in non-profit organizations had good relationship with colleagues and supervisors. They also attached to the organization's mission and engaged with the organization. They received respect and had an opportunity to participate actively in the organization. They also had opportunities for learning while they work for the organization. However, employees in the sample group was found to be little stressful. Overall, they intended to stay working for their organization.

As for the developed model, the model was fitted with the empirical data – that is human resource practices have causal relationship with employee engagement as well as intent to stay. Level of human resource practices influence the level of employee engagement and intent to stay accordingly. Employee engagement also causes employees' intent to stay.

Human resource practices studied in this research were opportunities for learning, relationship with colleagues and supervisors, participation, job stress and mission attachment. Opportunities for learning, relationship with colleagues and supervisors and participation had positive relationship with employee engagement. Job stress was found to have negative relationship as the literature was

shown. Mission attachment, however, did not show to have significant relationship with employee engagement. This was possibly because the definition is between mission attachment and employee engagement overlapped. Ferrer (2005: 11) defined as the '[f]eelings of being valued and involved, a sense of loyalty, connection and identification with the organisation and the extra effort on behalf of the organisation'. By that, it included the notion of mission attachment, job attachment, beliefs and loyalty. Similarly, the Opportunity Knocks.Org (2012: 3) described employee engagement as 'an individual employee's attitudes and disposition towards the employer, the employer's mission and the content of an employee's work'. Due to the stated definitions, mission attachment can be seen as a part of employee engagement, therefore it can be concluded that mission attachment is not a cause of employee engagement.

In terms causal analysis with intent to stay, opportunities for learning, relationship with colleagues and supervisors, participation, and employee engagement was found to have positive relationship with intent to stay as hypotheses. Likewise, job stress was found to have negative relationship with intent to stay as predicted. The causal model from the result of this study can be drawn below.

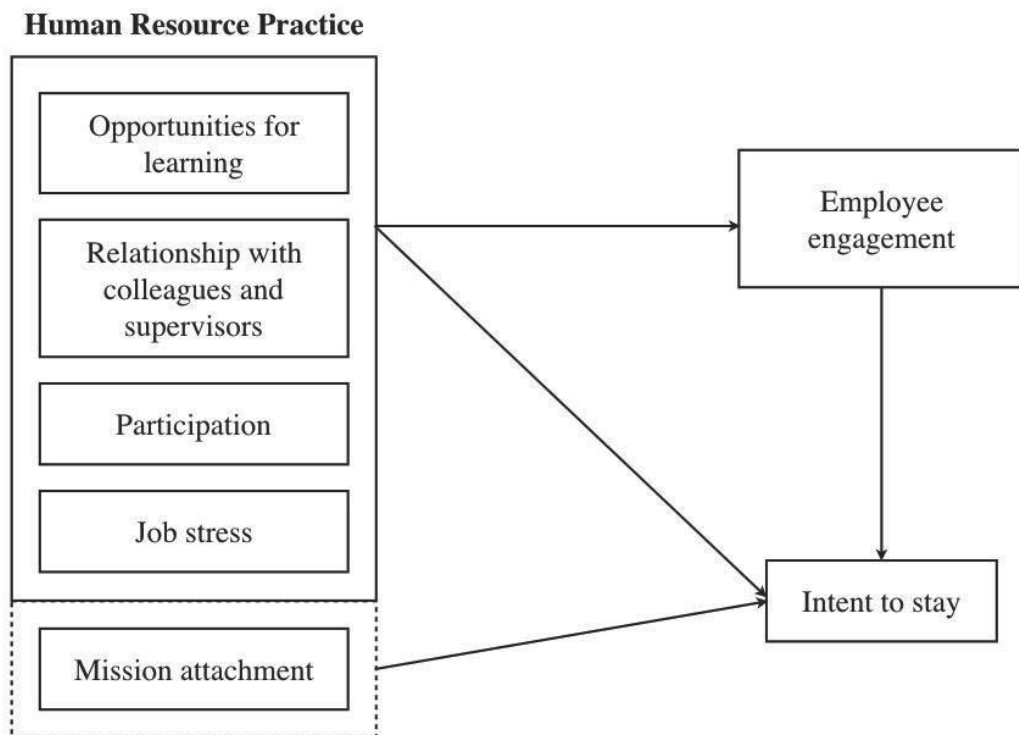


Figure 4. Causal Model of Employee Retention

After getting the causal model from the result of path analysis, human resource practices can be suggested as follows.

Firstly, opportunities for learning, the organization should support their employees to enhance and develop their knowledge and skills. As Tuntivivat, Rungruangwuddikrai and Khannapa (2013) found out that employees who works in non-profit organizations especially in research and development wanted to enhance their knowledge and skills. The opportunities for learning does not only refer only to training both from the organization and be trained elsewhere, but challenging job and job rotation can also enhance employees' skills. Ho, Chang, Shih and Liang (2009) stated that job rotation can enhance employees' skills and knowledge. Employees can earn new skills and learn new things by doing new job. Challenging job can also push employees to find out the ways to the solutions and that enhance the experiences for employees, as well as decrease boredom and job stress in particular works.

Secondly, employees who work in non-profit organizations were found to work with their personal attitudes with public service minds. Lipsky and Smith (1990) presented that workers in non-profit organizations even work during their days off because of their commitment and their willing to help their clients. Alatrasta and Arrowsmith stated that non-profit organizations cannot compete with other sectors due to their nature in payment that is lower than other sectors. Therefore, the personal relationship with others is important. The authors stated that the relationship with managers will increase the attitudes of employees toward the organization and lead to the organizational commitment.

Thirdly, employees who work in non-profit organization was shown that they do not need career advancement in the organization but they want to be someone in the organization (Garner & Garner, 2010). Therefore, the organization should give a chance to their employees to be the leaders, or participate actively in the organizational performance, project and be a part of its achievement and success. This can be done by job assignment and giving responsibility as well as giving feedback as feedback can give staff a perception of being importance to the organization.

Fourthly, job assignment should be suitable for the time and skills of an employee to leave them enough time to work happily as well as the kinds of the job assign should be suitable to the individual, for instance, matching an employee's education and experiences to avoid stress.

Finally, matching job with individual style is also important. The personal value towards job assigned and missions given can increase mission attachment to the employee.

Contribution and Recommendation

The study so far has put the readers' attention to the field of human resource management in non-profit organizations. It also contributes the model for employee retention in non-profit sectors. In terms of practice, this current study has suggested human resource practices that can be practically applied to the non-profit organizations.

However, the causal model should be used with caution. Although the current study has done accordingly to the typical research method, it was found out that there were many types of non-profit organizations that may affect the employee intent to stay in particular to the types of organizations in which the current study did not take into account. See below for the limitation and suggestions for the future research.

Limitation and Suggestions for the Future Research

According to the limitation of the current study that it had limited time in doing the research as well as the limited literature in relevant to Thai context, this study did not do the thorough studies in terms of the types of non-profit organizations. In other words, non-profit organizations in Thailand are privately managed accordingly to their own missions. By that, each organization manages differently. Some rely heavily on volunteers, some hire a lot of employees depending on the management styles and sources of income. For examples, if the main source of income came from a single donor, the management style may be motivated or influence by that donor unlike those that receive from various donors, the management style is likely to be motivated by their clients, the actual benefits to the target groups. Having said this, the future research may study thoroughly on the types of non-profit organizations in Thailand, possibly classify by their missions, legal statuses, sources of income, and so on. Future papers can study management styles of each type of the organizations as well as factors affecting employees' intent to stay in those organizations. The study of comparisons may also be worth discussing in future research.

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