

THE IMPACT OF COMPENSATION, COWORKER RELATIONSHIPS, AND  
WORK MEANINGFULNESS ON VOLUNTARY TURNOVER INTENTION OF  
INTERNAL MIGRANTS IN THE HOTEL INDUSTRY IN KOH SAMUI

Eric Norcross

This Independent Study Manuscript Presented to  
The Graduate School of Bangkok University  
in Partial Fulfillment  
of the Requirements for the Degree  
Master of Business Administration

2023

This manuscript has been approved by  
the Graduate School  
Bangkok University

Title: The Impact of Compensation, Coworker Relationships, and Work  
Meaningfulness on Voluntary Turnover Intention of Internal Migrants in  
the Hotel Industry in Koh Samui

Author: Eric Norcross

Independent Study Committee:

Advisor

Assoc. Prof. Dr. Suthinan Pomsuwan

Field Specialist

Dr. Papob Puttimanoradeekul

Norcross, E. Master of Business Administration, August 2024,

Graduate School, Bangkok University.

The Impact of Compensation, Coworker Relationships, and Work Meaningfulness on Voluntary Turnover Intention of Internal Migrants in the Hotel Industry in Koh Samui. (65 pp.)

Advisor: Assoc. Prof. Suthinan Pomsuwan, Ph.D.

### **ABSTRACT**

This study examines the impact of factors on internal migrant employees' intention to stay or leave their employer within the hotel industry in Koh Samui. Compensation, coworker relationships, and work meaningfulness were the three independent variables used in this study to evaluate their impact on the dependent variable of employee voluntary turnover intention. The sub-variables for compensation were base pay, incentive pay, and fringe benefits. The sub-variables for coworker relationships were information peer, collegial peer, and special peer. The sub-variables for work meaningfulness were skill variety, task identity, and task significance. Quantitative research was conducted to collect data from 204 Thai respondents who had relocated from mainland Thailand for employment and currently work in the hotel industry in Koh Samui. The snowball sampling method was used to collect the survey via Google Forms for this study. The questionnaire was comprised of multiple-choice questions for demographic data and a five-point Likert scale for independent and dependent variables. The statistical software used for analyzing the data included descriptive and inferential analysis. The results of the study showed that all the hypotheses proposed were rejected. While the independent sub-variables of fringe benefits and collegial peer relationships did have a statistically significant effect on the dependent variable of voluntary turnover intention, the results revealed that there was not a significant effect from the independent variables on the dependent variable.

*Keywords: Internal Migrant, Voluntary Turnover Intention, Compensation, Coworker Relationships, Work Meaningfulness*

## **ACKNOWLEDGEMENT**

Sincere gratitude is extended to everyone who contributed to the completion of this research. Special thanks to Assoc. Prof. Dr. Suthinan Pomsuwan, whose guidance and expertise were invaluable throughout this project.

Appreciation is also given for the assistance and insights provided by hotel industry professionals, which significantly enhanced the quality of the work. Particularly, a heartfelt thanks to Katie for her support in Koh Samui.

Finally, the educational funding from the Post-9/11 GI Bill and the encouragement from family in the United States of America were instrumental in completing this study—thank you.

## TABLE OF CONTENTS

	Page
ABSTRACT .....	iii
ACKNOWLEDGEMENT .....	iv
LIST OF TABLES .....	vii
LIST OF FIGURES .....	viii
CHAPTER 1: INTRODUCTION .....	1
1.1 The Importance and Problem of the Study .....	1
1.2 Research Problems .....	2
1.3 Objectives of the Study .....	2
1.4 The Conceptual Framework .....	3
1.5 Method of Study .....	3
1.6 Tools and Statistics Used .....	4
1.7 Scope of the Study .....	4
1.8 Benefits of the Research .....	5
1.9 Limitations of the Research .....	6
1.10 Definitions of Terms .....	6
CHAPTER 2: LITERATURE REVIEW .....	9
2.1 Background of the Hotel Industry .....	9
2.2 Theories/Academic Concepts and Other Relevant Research Articles of Voluntary Turnover Intention .....	10
2.3 Theories/Academic Concepts and Other Relevant Research Articles of Compensation .....	12
2.4 Theories/Academic Concepts and Other Relevant Research Articles of Coworker Relationships .....	15
2.5 Theories/Academic Concepts and Other Relevant Research Articles of Work Meaningfulness .....	18
CHAPTER 3: METHODOLOGY .....	22
3.1 The Type of Research and Tool .....	22
3.2 The Research Design .....	25
3.3 The Quality of the Research Tool .....	26

## TABLE OF CONTENTS (Continued)

	Page
CHAPTER 3: METHODOLOGY (Continued)	
3.4 The Data Collection .....	27
3.5 The Population and Sample .....	27
3.6 The Sampling Technique .....	28
3.7 The Research Procedure and Timeline .....	28
3.8 The Hypotheses Test and Data Analysis .....	29
CHAPTER 4: ANALYSIS AND FINDINGS .....	30
4.1 Analysis of Demographic Data .....	30
4.2 Analysis of Compensation Factors .....	34
4.3 Analysis of Coworker Relationships Factors.....	35
4.4 Analysis of Work Meaningfulness Factors.....	35
4.5 Analysis of Voluntary Turnover Intention.....	36
4.6 Analysis of the Impact of Compensation, Coworker Relationships, and Work Meaningfulness on Voluntary Turnover Intention.....	36
CHAPTER 5: SUMMARY, CONCLUSION, AND DISCUSSION.....	41
5.1 Summary and Conclusion .....	41
5.2 Discussion and Recommendations for Implications.....	43
5.3 Recommendations for Future Research .....	45
BIBLIOGRAPHY.....	47
APPENDIX.....	55
BIODATA.....	65

## LIST OF TABLES

	Page
Table 3.1: The Range of Mean Interpretation.....	25
Table 3.2: The Total Reliability Test Results .....	26
Table 3.3: The Reliability Test Results for Compensation.....	26
Table 3.4: The Reliability Test Results for Coworker Relationships .....	26
Table 3.5: The Reliability Test Results for Work Meaningfulness .....	26
Table 3.6: The Reliability Test Results for Voluntary Turnover Intention .....	27
Table 4.1: Demographics Data of 204 Respondents.....	30
Table 4.2: Mean and Standard Deviation of Compensation Factors .....	34
Table 4.3: Mean and Standard Deviation of Coworker Relationships Factors....	35
Table 4.4: Mean and Standard Deviation of Work Meaningfulness Factors.....	36
Table 4.5: Mean and Standard Deviation of Voluntary Turnover Intention.....	36
Table 4.6: Analysis of Impact of Compensation on Voluntary Turnover Intention.....	37
Table 4.7: Analysis of Impact of Coworker Relationships on Voluntary Turnover Intention .....	38
Table 4.8: Analysis of Impact of Work Meaningfulness on Voluntary Turnover Intention .....	39
Table 4.9: Summary of the Hypotheses Testing.....	39

**LIST OF FIGURES**

	Page
Figure 1.1: The Conceptual Framework .....	3
Figure 1.2: Yamane's Table for Sample Size .....	5



## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 The Importance and Problem of the Study**

Hotels are the primary employer within the global tourism industry, yet they face a persistent high turnover rate per Djajasinga, Sulastri, Sudirman, Sari, and Rihardi (2021). The negative effects of high turnover on organizational productivity and performance are evident through work disruptions and the rise in costs related to recruiting, selecting, and training staff according to Gan and Voon (2021). The situation is similar in Thailand where the hotel industry plays an important role in the country's economy while also contending with employee retention, as highlighted by Champatong, Sawangdee, and Poprateep (2022).

Due to the low skill and experience requirements, Huang, Fisher, Ding, and Guo (2021) stated the hotel industry is commonly the starting point for many workers seeking employment opportunities. Rose-Clarke et al. (2020) observed internal migration for work is a common phenomenon in Thailand as better economic opportunities are available in urban areas compared to rural regions. Hotels often recruit staff from other regions to fill available positions noted Jampaklay (2020).

According to comparative studies by Güngör (2020), internal migration stressors are similar to those encountered by international migrants, such as obstacles faced when trying to integrate into new surroundings as studied by Johnson and Lee (2022). The transition from rural to urban areas often brings about distinct difficulties, including job-related stress, economic strain, and a reduced sense of community, noted Pham, Phung, Nguyen, and Chu (2023). Due to these factors, internal migrants are at risk of increased emotional exhaustion, and the physical distance between migrant workers' workplaces and their home villages may increase their intentions to leave their jobs. This research aims to help employers improve internal migrant employee retention by addressing the impact of relevant factors on voluntary turnover intention.

Travel restrictions during the COVID-19 pandemic had a detrimental effect on Thailand's hotels, resulting in a layoff surge and temporary and permanent closures Rooyen, Mission, and Beer (2021) stated. However, the increasing ease of travel in

recent years has led to an influx of tourists, which has stimulated the hospitality industry in the country. The recovery has resulted in hotel restaffing efforts to meet the increased demand.

## **1.2 Research Problems**

1.1.1 Do compensation factors (base pay, incentive pay, and fringe benefits) impact voluntary turnover intention?

1.1.2 Do coworker relationships factors (information peer, collegial peer, and special peer) impact voluntary turnover intention?

1.1.3 Do work meaningfulness factors (skill variety, task identity, task significance) impact voluntary turnover intention?

## **1.3 Objectives of the Study**

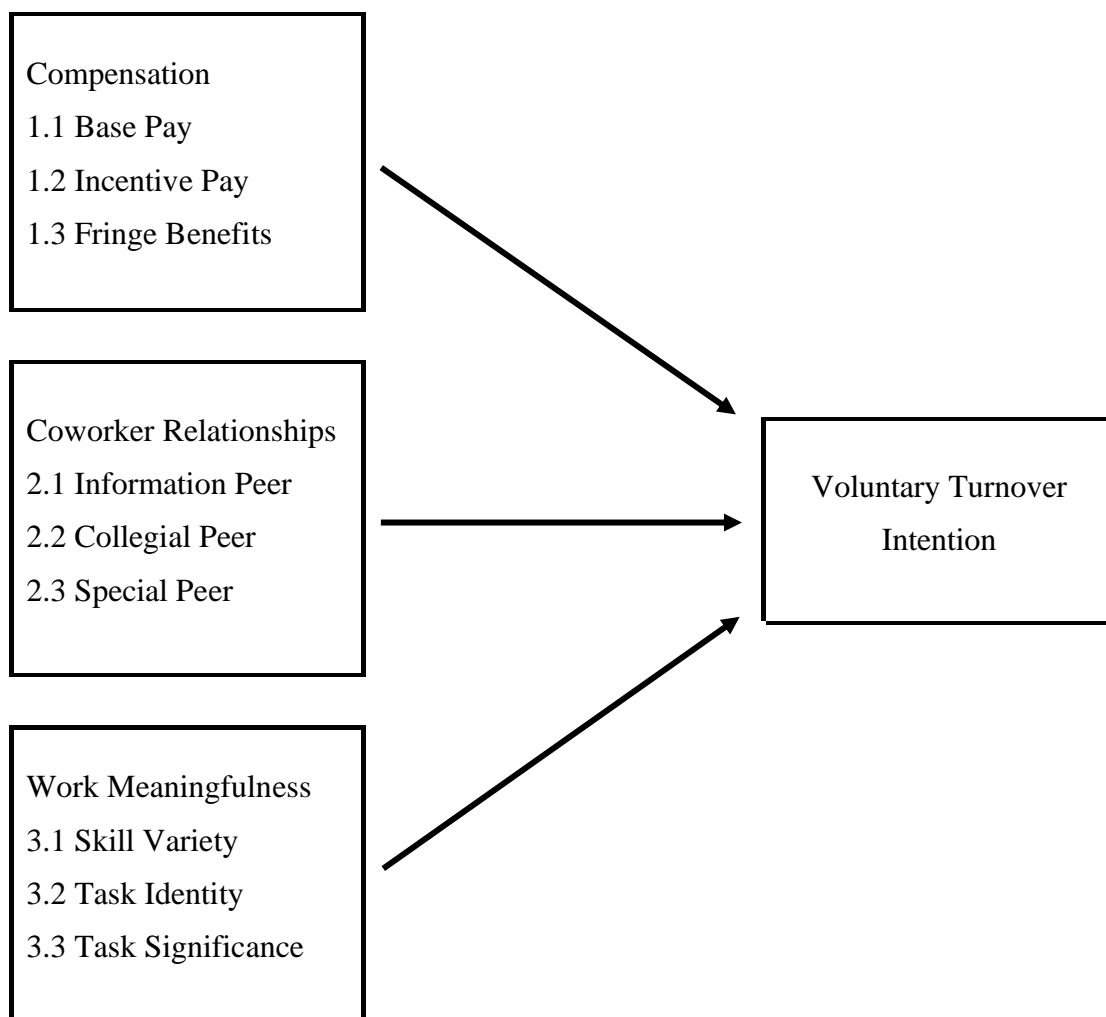
1.1.4 To study the impact of compensation factors, such as base pay, incentive pay, and fringe benefits, on voluntary turnover intention.

1.1.5 To study the impact of coworker relationships factors, such as information peer, collegial peer, and special peer, on voluntary turnover intention.

1.1.6 To study the impact of work meaningfulness factors, such as skill variety, task identity, and task significance, on voluntary turnover intention.

## 1.4 The Conceptual Framework

**Figure 1.1:** Conceptual Framework



## 1.5 Method of Study

In this research, the questionnaire was designed to determine how compensation, coworker relationships, and work meaningfulness impact internal migrant voluntary turnover intention. The sampling technique used to collect survey questionnaires from respondents was the snowball sampling method, a type of non-probability sampling. The research adopted the snowball sampling method because respondents were whoever was closest to hand, and the survey was collected randomly through contacts within the hotel industry in Koh Samui. Quantitative

research was used to collect data due to its capacity to handle numerical data and statistical analysis, which facilitated the generation of reliable and meaningful outcomes.

## **1.6 Tools and Statistics Used**

Research standard statistical software was utilized for variable analysis, including descriptive and inferential statistics.

## **1.7 Scope of the Study**

### **1.7.1 Compensation (Independent Variable)**

- 1.1 Base Pay
- 1.2 Incentive Pay
- 1.3 Fringe Benefits

### **1.7.2 Coworker Relationships (Independent Variable)**

- 2.1 Information Peer
- 2.2 Collegial Peer
- 2.3 Special Peer

### **1.7.3 Work Meaningfulness (Independent Variable)**

- 3.1 Skill Variety
- 3.2 Task Identity
- 3.3 Task Significance

### **1.7.4 Voluntary Turnover Intention (Dependent Variable)**

### **1.7.5 Population and Sample**

This research selected Thai nationals who had relocated from mainland Thailand for work and are currently employed in the hotel industry in Koh Samui. According to Yamane's table for sample size in figure 1.2, if the population being sampled is greater than 100,000, a sample size of 204 is needed for a precision level

of  $\pm 7\%$ . Bangkok University advisor Assoc. Prof. Dr. Suthinan Pomsuwan approved the collection of 204 samples to illustrate the whole population in Koh Samui.

**Figure 1.2:** Yamane's Table for Sample Size

Size of Population (N)	Sample Size (n) for Precision (E) of:			
	$\pm 3\%$	$\pm 5\%$	$\pm 7\%$	$\pm 10\%$
500	A	222	145	83
600	A	240	152	86
700	A	255	158	88
800	A	267	163	89
900	A	277	166	90
1,000	A	286	169	91
2,000	714	333	185	95
3,000	811	353	191	97
4,000	870	364	194	98
5,000	909	370	196	98
6,000	938	375	197	98
7,000	959	378	198	99
8,000	976	381	199	99
9,000	989	383	200	99
10,000	1,000	385	200	99
15,000	1,034	390	201	99
20,000	1,053	392	204	100
25,000	1,064	394	204	100
50,000	1,087	397	204	100
100,000	1,099	398	204	100
>100,000	1,111	400	204	100

A = Assumption of normal population is poor (Yamane, 1967).

Source: Yamane, T. (1967). *Statistics: An introductory analysis*. New York: Harper and row.

## 1.8 Benefits of the Research

Employee turnover is a prevalent issue that is frequently encountered in the hotel industry. In Thailand, a substantial proportion of the tourism and hospitality workforce is comprised of internal migrants. Furthermore, turnover rates tend to be higher among this particular demographic. It is crucial for organizations to tackle this problem in order to mitigate the additional expenses and the decrease in productivity that are linked to employee turnover. The primary objective of this study was to

identify the factors that contribute to the voluntary turnover intention of internal migrant employees. From this research, organizations are able to implement strategies that enhance retention rates within this specific group.

### **1.9 Limitations of the Research**

This research was centered on internal migrant workers employed at hotels. The variables analyzed may have had dissimilar effects on voluntary turnover intention in other sectors. Moreover, data collection for this study was limited to one region of the country, indicating potential differences in results across different geographic locations.

### **1.10 Definition of Terms**

The following list of definitions is provided for clarification of the principal terminology used in this study.

#### **Base Pay**

Base pay refers to the initial salary or wage that an employee receives before any additional compensation such as bonuses, overtime pay, or benefits are included. It is the fixed amount of money that an employee earns for performing their job responsibilities, typically expressed as an annual or monthly figure.

#### **Collegial Peers**

Collegial peers establish relationships based on a moderate level of trust and self-disclosure, where both individuals share a sense of openness. Collegial peers can provide the following: career strategizing, job-related feedback, recognizing competence/performance, and friendship.

#### **Compensation**

Compensation refers to the total amount of financial and non-financial rewards provided to employees in exchange for their work and services rendered to an

organization. This includes wages, salaries, bonuses, benefits, and any other forms of payment or perks received by employees for their contributions to the company.

### **Coworker Relationships**

Coworker relationships involve the interactions, connections, and dynamics that are present among individuals who work together within the same organization or company.

### **Fringe Benefits**

Fringe benefits are non-monetary perks provided by employers in addition to an employee's salary. These benefits can include health insurance, retirement plans, paid time off, and other benefits such as housing and meals.

### **Incentive Pay**

Incentive pay is a monetary reward system used by organizations to motivate employees to achieve specific goals or objectives. It is typically tied to individual, team, or organizational performance metrics and is designed to encourage employees to work towards improving their performance in order to earn additional compensation. Incentive pay can take various forms, such as bonuses, commissions, profit-sharing, or stock options.

### **Information Peers**

Information peers play a crucial role in providing employees with necessary information regarding job tasks and the organization. There are four fundamental categories of activities in which employees seek assistance from information peers: information sharing, workplace socialization/onboarding, networking, and knowledge management/maintenance.

### **Internal Migrant**

An internal migrant is an individual who moves within the borders of a country for various reasons such as employment opportunities, education, or better living conditions. This term specifically refers to individuals who relocate from one region to another within the same country.

**Skill Variety**

Skill variety is the spectrum of skills and activities essential for job completion.

**Special Peers**

Special peers offer connections that involve unveiling fundamental uncertainties and personal conflicts in work and family domains with increased self-disclosure and self-expression. Special peers can offer the following: confirmation, emotional support, personal feedback, and friendship.

**Task Identity**

Task identity gauges the level at which an individual can carry out a task or job to its entirety.

**Task Significance**

Task significance examines the effects and sway of a job in terms of creating a positive change and contributing tangible worth to colleagues, the company, or the broader society.

**Voluntary Turnover Intention**

Voluntary turnover intention refers to an employee's self-reported likelihood or willingness to leave their current job within a certain period.

**Work Meaningfulness**

Work meaningfulness is the extent to which individuals perceive their job to be meaningful and their work to be valued and appreciated.



## **CHAPTER 2**

### **LITERATURE REVIEW**

This chapter summarizes applicable literature to this research project entitled “The Impact of Compensation, Coworker Relationships, and Work Meaningfulness on Voluntary Turnover Intention of Internal Migrants in the Hotel Industry in Koh Samui”, which is divided into five elements. They are as follows:

- 2.1 Background of the Hotel Industry
- 2.2 Theories/Academic Concepts and Other Relevant Research Articles of Voluntary Turnover Intention
- 2.3 Theories/Academic Concepts and Other Relevant Research Articles of Compensation
- 2.4 Theories/Academic Concepts and Other Relevant Research Articles of Coworker Relationships
- 2.5 Theories/Academic Concepts and Other Relevant Research Articles of Work Meaningfulness

#### **2.1 Background of the Hotel Industry**

The hotel industry is a sector within the broader hospitality industry that encompasses the management, operation, and provision of accommodation, food, and other services for travelers and guests. It plays a crucial role in the tourism sector by offering temporary lodging to individuals away from their homes. The industry is not solely about providing a place to stay; it also involves creating experiences that cater to the needs and desires of guests, aiming to ensure their comfort and satisfaction during their stay.

The tourism sector in Thailand holds an important position in the nation's economy, drawing visitors domestically and from abroad. Research by Jariyachamsit & Techarattanased (2022) highlighted this vital contribution to the Thai economy and underscored the importance of the hotel industry to the country.

Zhen, Mansor, Choo, and Abdullah (2021) underscored that the hotel sector experiences significant turnover rates, where the intention to leave is shaped by variables like job satisfaction and organizational commitment. While Iannuzzi (2023)

pointed out that the hotel sector's characteristics, such as low entry barriers and high turnover rates, often lead to short-term employment for many individuals. Thus, the demanding nature of hotel work and the precarious employment conditions may impede many from advancing to medium and long-term careers within the industry.

## **2.2 Theories/Academic Concepts and Other Relevant Research Articles of Voluntary Turnover Intention**

Mobley, Griffeth, Hand, and Meglino (1979) developed The Model of Voluntary Turnover, which proposed that voluntary turnover involves an employee's independent choice to leave an organization. This model is valuable for understanding employee withdrawal and its implications for organizations. This notion holds significant value in comprehending the intricacies of employee withdrawal and its ramifications for organizations. The model emphasizes the significance of differentiating between satisfaction and attraction towards alternative positions, while also considering non-work values and consequences, in order to comprehensively examine voluntary turnover. Additionally, voluntary turnover can occur across all performance tiers and is influenced by factors such as job satisfaction and alternative opportunities, rather than solely on performance levels. This aligns with the perspective that turnover rates should be carefully analyzed to separate voluntary departures from involuntary ones, which are often organizationally initiated and may predominantly involve lower performers

In their study, Mitchell, Holtom, Lee, Sablinski, and Erez (2001) put forth the concept of job embeddedness as a predictor of voluntary turnover. Job embeddedness encompasses an individual's connections, alignment with the job and organization, and perceived sacrifices if they were to leave the job. The research highlights that job embeddedness not only forecasts intent to leave and voluntary turnover but also provides substantial explanatory power beyond traditional variables like job satisfaction and organizational commitment.

Chhinzer (2020) highlighted that voluntary turnover is affected by factors such as severance pay, job satisfaction, job performance, and family size. This study emphasized the significance of comprehending the specific variables that contribute to employees' voluntary departure from an organization, thereby shedding light on the

intricate dynamics of turnover.

The research conducted by Wen, Zhou, Hu, and Zhang (2020) investigated the intricate relationship between role stress, burnout, service climate, and turnover intention in front-line hotel employees. The study revealed how role stress, characterized by conflict and ambiguity, plays a significant role in influencing burnout, which in turn impacts turnover intention.

A study conducted by Maqableh, Helalat, and Nor (2023) found the relationship between job security and turnover intention in the hospitality industry is mediated by job satisfaction. The research underscored the crucial role of job security and job satisfaction in mitigating turnover intention and highlighted the importance of guaranteeing job security and fulfilling employees' satisfaction as essential factors for retaining staff in the hotel sector.

The findings from Deri, Ragavan, Chireh, Zaazie, and Niber (2022) noted the influence of job satisfaction on turnover intention among hotel employees. Factors such as pay, supervision, promotion, and training have been identified as significant determinants in this context. The study emphasized the importance of prioritizing employee happiness by providing fair compensation and avenues for career growth, thereby mitigating turnover rates.

The work of Codling et al. (2023) highlighted the various factors that contribute to staff turnover within the hotel industry. Job dissatisfaction, stressful working conditions, and the allure of superior opportunities elsewhere are all identified as notable factors. The study stressed the importance of establishing a work environment that prioritizes the needs of employees and implements effective workplace practices to retain valuable staff members.

The findings of Syahrudin (2022) suggested that work conflict and work stress are key determinants of turnover intention within the hotel sector. The research demonstrated a significant positive relationship between work conflict, work stress, and turnover intention. This study emphasized the importance of addressing these issues to minimize voluntary turnover among hotel employees.

In a study conducted by Datta (2020), it was found that the organizational climate in upscale hotels had a significant impact on employee turnover tendencies. The research underscored the critical roles played by leadership support, job challenges, variety, and feedback in influencing turnover intentions. It is suggested

these insights can assist hotel management in developing strategic human resource management practices to address turnover issues, particularly among frontline employees, with potential implications for reducing attrition based on age and position.

### **2.3 Theories/Academic Concepts and Other Relevant Research Articles of Compensation**

This part will describe three elements of Compensation: Base Pay, Incentive Pay, and Fringe Benefits and their impact on Voluntary Turnover Intention.

#### **Base Pay**

The concept of base pay can be linked to Maslow's (1943) hierarchy of needs when considering employees' inclination to remain with an organization. According to the theory, individuals are driven by a hierarchical structure of needs, where fundamental physiological and safety needs must be fulfilled before pursuing higher-level needs like social belonging, esteem, and self-actualization.

Recent research supports that adequate compensation through base pay provides financial security, which reduces concerns about covering essential living expenses according to Ihensekien and Joel (2023), making base pay essential for meeting employees' basic physiological needs. This financial stability helps employees feel more secure in their current positions and diminishes their motivation to seek alternative employment, thereby increasing their intention to remain with their current employer.

Base pay remains a critical component of compensation, profoundly influencing how employees perceive fairness and equity in their workplace, observed Rasheed, Jamad, Pitafi, and Iqbal (2020) where employees evaluate the fairness of their compensation by comparing their contributions with the rewards given to others in similar roles, and when employees perceive their base pay as equitable and competitive, it enhances their sense of value from the organization, leading to increased commitment and a stronger intention to stay with the company.

Base pay holds significant importance in the hotel industry as it serves as a critical determinant of employees' intention to stay, impacting their perceptions of fairness, satisfaction, and financial stability. According to a study conducted by Abubakar, Abdullahi, and Abdulrahman (2021), there exists a positive relationship between competitive base pay and employees' intention to remain with their current hotel employer. A study by Michael and Fotiadis (2022) found employees who perceived their base pay as fair and aligned with industry standards were more likely to exhibit commitment to their organization and express lower turnover intentions.

Recent research underscores the crucial role of base salary in addressing turnover issues, particularly within the hotel industry. A study by Alananzeh et al. (2023) demonstrated that adequate base pay significantly reduced employees' likelihood of seeking alternative employment opportunities. The study also found that competitive base salaries were associated with greater job satisfaction and enhanced organizational loyalty. These findings suggest that investing in competitive base pay can be an effective strategy for hotel managers to retain skilled staff and mitigate turnover challenges.

### **Incentive Pay**

The Scientific Management Theory by Taylor (1911) had a primary objective of enhancing efficiency and productivity within industrial environments. Although it extensively explored the correlation between employee remuneration and motivation, the study did not explicitly delve into the connection between pay and the intention to remain employed by a particular organization.

Recent research continues to explore the influence of Taylor's theories on employee retention, emphasizing the role of financial incentives and performance-based pay systems. For example, Kulikowski and Sedlak (2020) found that the emphasis on financial rewards and piece-rate systems can effectively align employee interests with organizational goals, thereby enhancing commitment and reducing turnover intentions.

A study conducted by Ghadimi, Hajjibaba, and Rezaei (2020) shed light on the significant impact of incentive pay on employee retention within the hotel industry. The findings revealed that employees who received performance-based incentives

were more likely to exhibit loyalty towards their current employer and display lower turnover intentions. These incentives were perceived as rewarding and motivating, encouraging employees to exert greater effort and contribute to the overall success of the organization.

Recent research has investigated the connection between incentive pay and turnover intention in the hospitality industry. For instance, Ghani et al. (2022) examined how performance-based incentives, including sales commissions and productivity bonuses, impact employees' intentions to leave their jobs. The findings indicated that these incentives are associated with a reduction in turnover intentions. Employees who had the opportunity to earn additional income through performance-based rewards were less likely to consider leaving their current positions, as they perceived greater financial benefits and recognition for their efforts.

### **Fringe Benefits**

Fringe benefits, which include additional non-monetary perks beyond base pay, can be classified as hygiene factors under the two-factor theory formed by Herzberg, Mausner, and Snyderman (1959). While fringe benefits may not directly contribute to job satisfaction, their presence or absence can influence employees' overall satisfaction and motivation in the workplace. For example, comprehensive health insurance, retirement plans, vacation days, and employee discounts are instances of fringe benefits that address employees' basic needs and expectations. When these fringe benefits are perceived as inadequate or lacking, employees may experience dissatisfaction, even if they are satisfied with other aspects of their job.

The research conducted by Zhou, Huang, Ma, and Pan (2020) indicated that fringe benefits were associated with a positive impact on employees' desire to stay in hotels. The study highlighted that employees who considered their fringe benefits as satisfactory and meeting their needs were more likely to exhibit loyalty to their current employer and show decreased turnover intentions.

In research that highlighted the critical role of fringe benefits in managing turnover issues within the hotel industry, Bairwa (2020) found that offering competitive fringe benefits, including health and wellness programs, childcare assistance, and flexible work arrangements, significantly enhances job satisfaction

and organizational commitment among hotel employees, which was further supported by the work of Wahab, Rosli, and Shahril (2020). The findings suggested that investing in comprehensive fringe benefits can be an effective strategy for hotel managers to retain skilled staff and address turnover challenges.

**H1: Compensation has a significant impact on voluntary turnover intention.**

## **2.4 Theories/Academic Concepts and Other Relevant Research Articles of Coworker Relationships**

This part will describe three elements of Coworker Relationships: Information Peer, Collegial Peer, and Special Peer and their impact Voluntary Turnover Intention.

### **Information Peer**

The theory on coworker relationships, created by Kram and Isabella (1985), identified information peers as one of three types of relationships found in the workplace. Information peer coworker relationships encompass various activities such as sharing information, offering support, establishing networks, and fostering trust among colleagues, according to Kim and Beehr (2020). Within these relationships, colleagues engage in the exchange of pertinent information pertaining to work tasks, projects, and organizational objectives. They also extend assistance, guidance, and advice to one another, thereby contributing to collaborative efforts and problem-solving endeavors in the workplace, as noted by Hassan, Rahman, Zainal, and Ali (2020). Moreover, Liu and Lu (2021) stated colleagues cultivate professional networks and connections, which facilitate collaboration, knowledge sharing, and opportunities for career development.

Employees who maintain positive relationships with their peers in terms of information sharing have been found to exhibit lower turnover intention, as indicated by a study conducted by Zhang and Zhang (2020). The research revealed that individuals who reported stronger connections with their information peers were less inclined to consider leaving their current employment. This highlights the significance of colleagues who engage in information exchange, offer support, and provide

guidance, as they contribute to the creation of a nurturing work environment that fosters job satisfaction and diminishes turnover intention.

Similarly, the study conducted by Sari and Şeşen (2020) demonstrated that employees who felt a greater degree of support from their colleagues were less inclined to contemplate quitting their present employment. Favorable engagements with fellow coworkers play a significant role in fostering a feeling of inclusion and loyalty to the company, thereby diminishing the probability of turnover.

Positive relationships with information peers have been linked to reduced turnover intentions in the hotel industry. For example, Ratasuk (2020) found that hotel employees who maintained strong relationships with their information peers were less likely to contemplate leaving their jobs. The study highlighted that effective information exchange, mutual assistance, and support from colleagues contribute to a positive work environment, which enhances job satisfaction and lowers turnover intentions

### **Collegial Peer**

Collegial peer relationships are another classification of coworker relationships that is recognized by Kram and Isabella (1985) where interacting with colleagues in a collaborative manner plays a significant role in the enhancement of personal and professional growth. Establishing connections with peers enables individuals to gain valuable feedback, direction, and support, all of which are crucial for honing their abilities and progressing in their respective fields, according to the findings of Baker and Rees (2020). Additionally, collaborative relationships among colleagues promote a feeling of inclusion and camaraderie in professional settings, enhancing job contentment, team spirit, and general welfare as stated by Cameron and Tapscott (2020).

Job satisfaction is positively influenced by collegial peer relationships, which in turn impacts turnover intention. Research by Chen, Wang, and Li (2020) highlighted the importance of cultivating positive interactions with coworkers to create a supportive work environment, ultimately leading to higher job satisfaction levels and reduced turnover intentions. Wu, Chen, and Zhuang (2023) suggested that employees who cultivate strong relationships with their colleagues possess enhanced



capabilities to handle work-related difficulties and exhibit reduced inclination towards job turnover.

According to Kim, Lee, and Lee (2020), the quality of collegial peer relationships plays a crucial role in shaping the job satisfaction levels of hotel employees. Establishing positive connections with coworkers fosters a supportive atmosphere at work, ultimately leading to increased job satisfaction and a decrease in turnover intention. Furthermore, Wu, Liu, and Wei (2021) asserted that collegial peer relationships play a crucial role in offering emotional support and fostering social connectedness, which holds significant importance in the challenging and customer-centric hotel industry. When employees perceive support from their peers, they are more equipped to handle job-related stressors, ultimately resulting in reduced turnover intention.

### **Special Peer**

The third category of coworker relationships is special peer relationships, according to the theory of Kram & Isabella (1985), which involves unique interpersonal bonds between colleagues that go beyond standard professional interactions, featuring elevated levels of trust, friendship, or support.

Han, Kim, and Kim (2020) pointed out the existence of special peer coworker relationships holds great significance as it provides employees with emotional support and facilitates social connectedness. These factors are critical in reducing turnover intention. When individuals feel supported by their peers, they are better equipped to manage the challenges and stressors associated with their job, resulting in a decrease in turnover intention levels.

Establishing special peer coworker relationships is instrumental in shaping job satisfaction within the hotel sector. Nurturing positive connections with colleagues helps create a supportive work environment, ultimately resulting in heightened job satisfaction and a decrease in turnover intention, asserted Lee and Choi (2020). A study by Tews, Michel, and Stafford (2020) found that employees in the service industry who received emotional support from their colleagues exhibited enhanced resilience in dealing with job stressors and challenges. Consequently, these individuals were less likely to leave the company, resulting in improved employee

retention rates.

**H2: Coworker relationships have a significant impact on voluntary turnover intention.**

## **2.5 Theories/Academic Concepts and Other Relevant Research Articles of Work Meaningfulness**

This part will describe the three elements of Work Meaningfulness: Skill Variety, Task Identity, and Task Significance and their impact on Voluntary Turnover Intention.

### **Skill Variety**

The presence of skill variety in the workplace has been shown to boost intrinsic motivation as it allows employees to participate in a variety of tasks that make use of their different skills and capabilities. According to Hackman & Oldham (1976), jobs that offer high skill variety tend to be perceived as more engaging and stimulating, resulting in increased feelings of competence and independence among workers. The study by Jiang, Wang, and Weng (2022) supported the notion that the presence of diverse skills can increase the perceived significance and meaningfulness of tasks. When employees realize that their work entails utilizing various skills and leads to meaningful results, they are more likely to experience a sense of purpose and value in their jobs.

According to a study conducted by Raihan (2020), employees who are involved in a variety of tasks that make use of their skills and abilities are more inclined to perceive their work as interesting, challenging, and fulfilling. This heightened job satisfaction subsequently decreases the likelihood of turnover intention, as contented employees are less motivated to search for alternative employment opportunities. Additionally, the level of skill variety in a job can impact how employees perceive the meaningfulness and significance of their work.

Among hotel employees, it has been shown that skill variety has a favorable impact on job satisfaction. The research conducted by Sharma and Bora (2020)

demonstrated that employees who engage in diverse tasks that require the utilization of their skills and abilities are more likely to perceive their work as interesting, challenging, and fulfilling. This enhanced job satisfaction is associated with a decreased intention to leave the job, as satisfied employees are less inclined to seek alternative employment options. Furthermore, the findings of Andrade, Miller, and Westover (2021) indicated that skill variety is a key factor in enhancing employee engagement and commitment. This sense of dedication serves as a deterrent against voluntary turnover, fostering loyalty towards the organization.

### **Task Identity**

According to the theory of Hackman and Oldham (1976), the concept of task identity relates to how much a job entails finishing a cohesive and identifiable piece of work—a task that maintains its meaningfulness from start to finish. Hackman and Oldham (1976) underscore how task identity plays a crucial role in boosting intrinsic motivation among employees as it allows them to feel a sense of ownership and accountability towards their work. When employees are able to witness the concrete results of their hard work and connect with the tasks they have accomplished, they are inclined to experience a greater sense of achievement and satisfaction.

The impact of task identity on job satisfaction has been highlighted in research conducted by Vui-Yee and Paggy (2020), which revealed that employees who can clearly see the results of their efforts and feel a connection to their completed tasks tend to experience a greater sense of fulfillment and pride in their work. Moreover, the contribution of task identity to employee engagement and commitment has been established through research conducted by Ramli, Soelton, and Khotimah (2020). Their findings highlight that employees who are engaged in tasks with clear and identifiable outcomes are more likely to experience a sense of control over their work processes and a greater sense of competence in their abilities. This sense of engagement and commitment serves as a protective factor against turnover intention, as employees are more inclined to remain loyal to their organization.

In a study conducted by Seqhobane and Koko (2021) indicated that employees who perceived their tasks as meaningful and identifiable tended to have a greater sense of job satisfaction. When individuals can witness the concrete results of their

efforts and establish a personal connection with the work they have completed, they are more likely to experience a sense of accomplishment and pride. This heightened job satisfaction is associated with a decreased intention to leave the job, as satisfied employees are less inclined to seek alternative employment options. In addition, task identity serves as a catalyst for fostering employee engagement and allegiance. Research carried out by Üngüren and Arslan (2021) illustrated that individuals who are actively involved in tasks with well-defined and recognizable outcomes were prone to exhibit greater levels of motivation and dedication towards their work. When employees have a sense of ownership and accountability over their tasks, they are more likely to demonstrate commitment to their organization and are less likely to entertain thoughts of departure.

### **Task Significance**

The theory of Hackman and Oldham (1976) claimed that the presence of task significance is instrumental in boosting employees' intrinsic motivation as it gives them a clear sense of purpose and significance in their job. When employees recognize that their assigned tasks have a substantial impact on others or contribute to essential organizational objectives, they are likely to develop a personal investment in their work and strive to perform at their best. Furthermore, task significance is also found to positively influence job satisfaction by fostering a feeling of accomplishment and fulfillment. Extensive research has indicated that employees who perceive their tasks as significant tend to experience higher levels of job satisfaction due to the gratification derived from the meaningfulness of their work.

Research conducted by Geldenhuys, Bakker, and Demerouti (2021) has shown that task significance has a positive impact on job satisfaction among employees. When individuals believe that their work is meaningful and contributes to important outcomes, they are more likely to derive satisfaction from their tasks. This increased job satisfaction is associated with lower turnover intention, as satisfied employees are less likely to leave their jobs.

In a study conducted by Chien, Mao, Nergui, and Chang (2020) a significant relationship between hotel employees' job satisfaction and their perception of task significance was revealed. The researchers discovered that when employees perceived

their tasks as meaningful and important, they reported higher levels of job satisfaction. Furthermore, this increased job satisfaction had a positive impact on reducing their intention to leave the organization, based on the work of Heimerl, Haid, Benedikt, and Scholl-Grissemann (2020). This study highlighted the importance of recognizing the significance of tasks to enhance employee satisfaction and reduce turnover rates in the hotel industry.

**H3: Work meaningfulness has a significant impact on voluntary turnover intention.**

## **CHAPTER 3**

### **METHODOLOGY**

The primary components of this chapter include descriptions of the research design, the rationale for the research, and the methodology used in the study. Additionally, threats to content validity and reliability test are considered for the study. Therefore, this part describes eight elements. They are as follows:

- 3.1 The Type of Research and Tool
- 3.2 The Research Design
- 3.3 The Quality of the Research Tool
- 3.4 The Data Collection
- 3.5 The Population and Sample
- 3.6 The Sampling Technique
- 3.7 The Research Procedure and Timeline
- 3.8 The Hypotheses Test and Data Analysis

#### **3.1 The Type of Research and Tool**

This study aimed to determine whether compensation, coworker relationships, and work meaningfulness impact voluntary turnover intention of internal migrants in the hotel industry. The research tools used to collect data for this research were closed-ended questions, multiple choices, and a five-point Likert scale. This study developed a self-administered questionnaire to send to respondents via Google Forms. The questionnaire consisted of 5 sections. 1) Demographic data (10 questions). 2) Independent variable 1 (9 questions), 3) Independent variable 2 (9 questions), 4) Independent variable 3 (9 questions), and 5) Dependent variable question (9 questions).

##### Part 1: Demographic Data (10 questions)

The first section asked about the respondent's demographic data using multiple choice questions, including age, gender, household, education level, income, current department, current employment tenure, duration of time working in the hotel

industry, and length of residency in Koh Samui.

Part 2: Compensation

(9 questions)

The second section asked questions regarding the first independent variable (Compensation). A 5-point Likert Scale, where 1 = strongly disagree and 5 = strongly agree, was used for assessing attributes of base pay, incentive pay, and fringe benefits impacting the employee's voluntary turnover intention. There are a total of 9 items for compensation-related features, and the items are as follows: (1) I believe my base pay is fair compared to similar positions in the industry. (2) Base pay adequately motivates me to perform well in my role. (3) I am satisfied with my current base pay. (4) The company's incentive pay is competitive compared to industry standards. (5) Incentive pay effectively motivates me to perform at a higher level. (6) I am satisfied with my current incentive pay. (7) The company's fringe benefits are competitive compared to industry standards. (8) Fringe benefits provided by the company motivate me to perform better in my role. (9) I am satisfied with my current fringe benefits.

Part 3: Coworker Relationships

(9 questions)

The third section asked questions regarding the second independent variable (Coworker Relationships). A 5-point Likert Scale, where 1 = strongly disagree and 5 = strongly agree, was used for assessing attributes of information peer, collegial peer, and special peer relationships impacting the employee's voluntary turnover intention. There are a total of 9 items for coworker relationships-related features, and the items are as follows: (1) I have coworkers who offer relevant knowledge and information. (2) I can get advice or information related to work easily. (3) I am satisfied with the information sharing regarding job tasks and the organization. (4) Professional support and encouragement are provided when needed. (5) I enjoy social interactions with coworkers outside of work-related activities. (6) I am satisfied with the job feedback, recognition, professional support, and friendships at work. (7) I have coworkers who provide emotional support during challenging times at work. (8) I have coworkers who I can trust to keep confidential information shared between us. (9) I am satisfied

with the emotional support and trust from close friendships at work.

Part 4: Work Meaningfulness (9 questions)

The fourth section asked questions regarding the third independent variable (Work Meaningfulness). A 5-point Likert Scale, where 1 = strongly disagree and 5 = strongly agree, was used for assessing attributes of skills variety, task identity, and task significance impacting the employee's voluntary turnover intention. There are a total of 9 items for work meaningfulness-related features, and the items are as follows: (1) My job requires me to use a variety of skills and abilities. (2) The tasks I perform at work are varied and challenging. (3) I am satisfied with the variety of skills required in my job. (4) My job provides me the chance to completely finish the work I begin. (5) I can see the end result of the tasks I complete at work. (6) I am satisfied with the contribution I make to a finished task. (7) My work has a meaningful impact on the lives of others (colleagues, clients, community, etc.). (8) My work makes a significant contribution to the organization's success. (9) I am satisfied with the significance of my work.

Part 5: Voluntary Turnover Intention (9 questions)

The fifth section asked questions regarding the dependent variable (Voluntary Turnover Intention). A 5-point Likert Scale, where 1 = strongly disagree and 5 = strongly agree, was used for assessing the employee's voluntary turnover intention. There are a total of 9 items for voluntary turnover intention-related features, and the items are as follows: (1) Base pay is an important factor in my decision to stay or leave the company. (2) Incentive pay is an important factor in my decision to stay or leave the company. (3) Fringe benefits are an important factor in my decision to stay or leave the company. (4) Information sharing, regarding job tasks and the organization, is an important factor in my decision to stay or leave the company. (5) Job feedback, recognition, professional support, and friendships at work are important factors in my decision to stay or leave the company. (6) The emotional support and trust from close friendships at work are important factors in my decision to stay or leave the company. (7) The variety of skills used at work is an important factor in my



decision to stay or leave the company. (8) Being able to complete a task from start to finish or seeing the outcomes or results of my work is an important factor in my decision to stay or leave the company. (9) The significance of my work is an important factor in my decision to stay or leave the company.

### 3.2 The Research Design

The online questionnaire will be measured as the following:

1. Part 1: the fact: nominal and ordinal scales
2. Part 2-5: the behavior: interval scale (1-5):

Scale 5 – Strongly Agree

Scale 4 – Agree

Scale 3 – Neutral

Scale 2 – Disagree

Scale 1 – Strongly Disagree

The statistics used will be two types for analyzing data:

1. Descriptive statistics consist of frequency, mean, and standard deviation.
2. Inferential statistics consists of multiple regression analysis tests.

Parts 2-5 of the questionnaire consists of a 5-point Likert scale. The statistical mean range for the interpretation of the mean is calculated below:

$$\text{Range} = (\text{Maximum} - \text{Minimum}) / \text{Scale Level}$$

$$\text{Range} = (5 - 1) / 5 = 0.8$$

**Table 3.1:** The Range of Mean Interpretation

Range	Interpretation
1.00 – 1.80	Strongly Disagree
1.81 – 2.60	Disagree
2.61 – 3.40	Neutral
3.41 – 4.20	Agree
4.21 – 5.00	Strongly Agree

### 3.3 The Quality of the Research Tool

The online questionnaire in English and Thai translation was checked for validity and approved by the advisor Assoc. Prof. Dr. Suthinan Pomsuwan. The reliability test was conducted with a sample group of 30 respondents. The data from the questionnaires was analyzed by using Cronbach's Alpha in the statistical software with total reliability of 0.859. The required value to be accepted is 0.7 – 1.00.

**Table 3.2:** The Total Reliability Test Results

Cronbach's Alpha	N (number) of Items
.859	36

**Table 3.3:** The Reliability Test Results for Compensation

Cronbach's Alpha	N (number) of Items
.825	9

**Table 3.4:** The Reliability Test Results for Coworker Relationships

Cronbach's Alpha	N (number) of Items
.810	9

**Table 3.5:** The Reliability Test Results for Work Meaningfulness

Cronbach's Alpha	N (number) of Items
.838	9

**Table 3.6:** The Reliability Test Results for Voluntary Turnover Intention

Cronbach's Alpha	N (number) of Items
.766	9

### 3.4 The Data Collection

The quantitative questionnaire was created via Google Forms in English and Thai language. The questionnaire was sent to 204 respondents online who work in the hotel industry in Koh Samui. The technique used in collecting data from respondents was snowball sampling.

The utilization of online questionnaire surveys presents numerous benefits for data collection. Primarily, the anonymity afforded by the online format reduces the likelihood of respondents feeling compelled to alter their true sentiments or to critique their experiences. Consequently, the authenticity of their responses is enhanced. Additionally, the quantitative nature of tools such as Google Forms facilitates a straightforward and time-efficient process for respondents, thereby alleviating any potential pressure. Research indicates that individuals tend to articulate their thoughts and emotions more effectively in low-pressure environments, which further contributes to the accuracy of their responses. Finally, the quantitative approach emphasizes numerical data and statistical analysis, yielding results that are both reliable and significant.

### 3.5 The Population and Sample

This study aims to understand which factors affect hotel industry employees' voluntary turnover intention associating with compensation, coworker relationships, and work meaningfulness. The researcher selected Thai nationals who are currently working in the hotel industry in Koh Samui as a sample to illustrate the whole population to study the voluntary turnover intention in the hotel industry in Koh Samui.

According to Yamane's table for sample size in figure 1.2, if the population being sampled is greater than 100,000, a sample size of 204 is needed for a precision

level of  $\pm 7\%$ . Bangkok University advisor Assoc. Prof. Dr. Suthinan Pomsuwan approved the collection of 204 samples to illustrate the whole population in Koh Samui.

### **3.6 The Sampling Technique**

This survey adopted a snowball sampling methodology to collect data from respondents, as it provides a more efficient and accessible means of reaching more participants by utilizing the networks of those already involved.

### **3.7 The Research Procedure and Timeline**

The research procedure for this study comprised four distinct stages. Initially, a systematic examination was conducted through secondary research in from May to June 2024, which included the analysis of relevant theories, concepts, and research articles pertaining to the topics of compensation, coworker relationships, and work meaningfulness, as well as their influence on voluntary turnover intention.

In addition, this research established concepts regarding all the variables included in the study. By July 2024, the writing of the Introduction, Literature Review, Methodology, and research Questionnaires was finalized and presented to the advisor, Assoc. Prof. Dr. Suthinan Pomsuwan. The questionnaire was designed based on prior research and structured into five sections, which encompass personal demographic information, compensation factors, coworker relationships factors, and work meaningfulness factors that influence voluntary turnover intention within the hotel industry.

Furthermore, the reliability of the instrument was assessed through Cronbach's Alpha and a pilot test conducted with 30 samples. Subsequently, the questionnaire was distributed to 204 respondents via an online platform in July 2024. For screening purposes, participants were asked to participate in the study if they had moved to Koh Samui for work and were currently working in the hotel industry on the island. Thereafter, they were instructed to complete all five sections of the previously mentioned questionnaire.

In August 2024, the manuscript encompassing the Analysis and Findings,

Summary, Conclusion, and Discussion was completed and subsequently submitted to the Graduate School.

### **3.8 The Hypotheses Test and Data Analysis**

H1: Compensation (base pay, incentive pay, fringe benefits) has a significant impact on voluntary turnover intention.

H2: Coworker relationships (information peer, collegial peer, special peer) have a significant impact on voluntary turnover intention.

H3: Work meaningfulness (skill variety, task identity, task significance) has a significant impact on voluntary turnover intention.

The followings are the statistical tools used for data analysis:

**Descriptive Statistics:** These statistics facilitated the analysis of the respondents' demographic data, which included aspects such as age, gender, education, and other relevant factors. Descriptive statistics were utilized to summarize and analyze the characteristics and observations inherent in the data, ultimately presenting the results as percentages.

**Inferential Statistics:** These statistics are used to interpret the meaning of the data, and the relationship between the variables. Multiple Regression Analysis was used to test the hypotheses and to study the relationship between the independent variables.

## CHAPTER 4

### ANALYSIS AND FINDINGS

This chapter presents the research findings from the data analyzed using SPSS statistical software. Two hundred four responses were collected and analyzed to test the hypotheses. The data analyzed are presented in six parts as follows:

- 4.1 Analysis of Demographic Data
- 4.2 Analysis of Compensation Factors
- 4.3 Analysis of Coworker Relationships Factors
- 4.4 Analysis of Work Meaningfulness Factors
- 4.5 Analysis of Voluntary Turnover Intention
- 4.6 Analysis of the Impact of Compensation, Coworker Relationships, and Work Meaningfulness on Voluntary Turnover Intention

#### 4.1 Analysis of Demographic Data

The following tables illustrate the demographic data of the 204 respondents, including age, gender, marital status, who the respondents lived with, education level, income level, work department, duration at current employer, duration working in the hotel industry, and duration living in Koh Samui. The values for the demographic data are presented in frequency and percentage (%).

**Table 4.1:** Demographics Data of 204 Respondents

Demographic Data	Frequency	Percentage (%)
<b>1. Age</b>		
Less than 25	28	13.7
25–34	94	46.1
35–44	61	29.9
45–54	21	10.3
Total	204	100

**Table 4.1 (continued):** Demographics Data of 204 respondents

<b>Demographic Data</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>2. Gender</b>		
Female	94	46.1
Male	104	51
Prefer not to say / Other	6	2.9
Total	204	100
<b>3. Marital Status</b>		
Divorced / Widowed	7	3.4
Married or domestic partnership	68	33.3
Single / Never married	109	53.4
Prefer not to say	20	9.8
Total	204	100
<b>4. Who do you currently live with?</b>		
Alone	48	23.5
Family (parents or siblings)	7	3.4
Family (spouse / partner / children)	95	46.6
Roommates / Flatmates	54	26.5
Total	204	100
<b>5. Education Level</b>		
High school	42	20.6
Bachelor's degree	133	65.2
Master's degree or above	29	14.2
Total	204	100

**Table 4.1 (continued):** Demographics Data of 204 respondents

<b>Demographic Data</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>6. Monthly Income (Thai Baht)</b>		
Less than 15,000	48	23.5
15,000–25,000	88	43.1
25,001–35,000	40	19.6
35,001–45,000	14	6.9
45,001–55,000	14	6.9
Total	204	100
<b>7. Department</b>		
Engineering / Maintenance	20	9.8
Finance	6	2.9
Food and Beverage	34	16.7
Front Office	75	36.8
Housekeeping	28	13.7
Human Resources	6	2.9
Information Technology	14	6.9
Security	21	10.3
Total	204	100



**Table 4.1 (continued):** Demographics Data of 204 respondents

<b>Demographic Data</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>8. How long have you worked for your current employer?</b>		
Less than 1 year	41	20.1
1–3 years	70	34.3
4–6 years	54	26.5
7–9 years	20	9.8
10 years or more	41	20.1
Total	204	100
<b>9. How long have you worked in the hotel industry?</b>		
Less than 1 year	34	16.7
1–3 years	42	20.6
4–6 years	81	39.7
7–9 years	14	6.9
10 years or more	33	16.2
Total	204	100
<b>10. How long have you lived in Koh Samui?</b>		
Less than 1 year	34	16.7
1–3 years	42	20.6
4–6 years	54	26.5
7–9 years	34	16.7
10 years or more	40	19.6
Total	204	100

Table 4.1 summarizes the demographic data of 204 respondents. The table

shows that most respondents are aged 25 to 34 years old (46.1%). Male respondents were slightly more (51%). A majority of respondents were single (53.4%). Most respondents lived with a spouse, partner, or children (46.6%). For most respondents, the highest education achieved was a bachelor's degree (65.2%). The income for most respondents was between 15,000 and 25,000 Thai Baht per month (43.1%). In the front office is the department where most respondents worked (36.8%). Most had been with their current employer for 1-3 years (34.3%), had worked in the hotel industry for 4-6 years (39.7%), and had lived in Koh Samui for 4-6 years (26.5%).

#### 4.2 Analysis of Compensation Factors

The following table presents the analysis of compensation factors. Table 4.2 illustrates the mean, standard deviation, and interpretation of the mean for three sub-variables of compensation, as shown below.

1. Base Pay
2. Incentive Pay
3. Fringe Benefits

**Table 4.2:** Mean and Standard Deviation of Compensation Factors

Sub-variables	Mean	Std. Deviation	Interpretation
1.1 Base Pay	4.21	.734	Strongly Agree
1.2 Incentive Pay	4.14	.736	Agree
1.3 Fringe Benefits	4.27	.726	Strongly Agree
Total	4.21	.662	Strongly Agree

Table 4.2 shows that most of the respondents strongly agreed on base pay ( $\bar{x} = 4.21$ , S.D. = .734) and fringe benefits ( $\bar{x} = 4.27$ , S.D. = .726), and they agreed on incentive pay ( $\bar{x} = 4.14$ , S.D. = .736). Overall, the mean of the compensation factors is 4.21 (strongly agree), and the standard deviation is .662.

### 4.3 Analysis of Coworker Relationships Factors

The following table presents the analysis of coworker relationships factors. Table 4.3 illustrates the mean, standard deviation, and interpretation of the mean for three sub-variables of coworker relationships, as shown below.

1. Information Peer
2. Collegial Peer
3. Special Peer

**Table 4.3:** Mean and Standard Deviation of Coworker Relationships Factors

Sub-variables	Mean	Std. Deviation	Interpretation
2.1 Information Peer	4.10	.769	Agree
2.2 Collegial Peer	4.00	.794	Agree
2.3 Special Peer	4.15	.716	Agree
Total	4.08	.671	Agree

Table 4.3 shows that most of the respondents agreed on information peer ( $\bar{x} = 4.10$ , S.D. = .769), collegial peer ( $\bar{x} = 4.00$ , S.D. = .794), and special peer ( $\bar{x} = 4.15$ , S.D. = .716). Overall, the mean of the coworker relationships factors is 4.08 (agree), and the standard deviation is .671.

### 4.4 Analysis of Work Meaningfulness Factors

The following table presents the analysis of work meaningfulness factors. Table 4.4 illustrates the mean, standard deviation, and interpretation of the mean for three sub-variables of work meaningfulness, as shown below.

1. Skill Variety
2. Task Identity
3. Task Significance

**Table 4.4:** Mean and Standard Deviation of Work Meaningfulness Factors

Sub-variables	Mean	Std. Deviation	Interpretation
3.1 Skill Variety	3.82	.830	Agree
3.2 Task Identity	3.80	.794	Agree
3.3 Task Significance	3.85	.808	Agree
Total	3.82	.685	Agree

Table 4.4 shows that most of the respondents agreed on skill variety ( $\bar{x} = 3.82$ , S.D. = .830), task identity ( $\bar{x} = 3.80$ , S.D. = .794), and task significance ( $\bar{x} = 3.85$ , S.D. = .808). Overall, the mean of the work meaningfulness factors is 3.82 (agree), and the standard deviation is .685.

#### 4.5 Analysis of Voluntary Turnover Intention

The following table represents the respondents' attitude towards voluntary turnover intention.

**Table 4.5:** Mean and Standard Deviation of Voluntary Turnover Intention

Dependent Variable	Mean	Std. Deviation	Interpretation
Voluntary Turnover Intention	4.03	.399	Agree

The table shows the data on the dependent variable, voluntary turnover intention. It highlights respondents in this research agreed with their voluntary turnover intention ( $\bar{x} = 4.03$ , S.D. = .399).

#### 4.6 Analysis of the Impact of Compensation, Coworker Relationships, and Work Meaningfulness on Voluntary Turnover Intention

This part of the study represents the analysis of the relationship between independent variables (Compensation, Coworker Relationships, and Work

Meaningfulness) and dependent variable (Voluntary Turnover Intention).

The type of statistics used in this part is inferential statistics, and the statistical analysis used to determine the data was Multiple Linear Regression.

The data are presented in three parts:

- 1) Analysis of the impact of compensation on voluntary turnover intention.
- 2) Analysis of the impact of coworker relationships on voluntary turnover intention.
- 3) Analysis of the impact of work meaningfulness on voluntary turnover intention.

The theory of the p-value was first articulated by Fisher (1925), who also outlined the procedure for its computation. He asserted that a significant association between independent and dependent variables is present if the p-value is less than the significance level of  $\alpha = 0.05$ . In contrast, a p-value greater than this level suggests that no significant relationship exists between the two variables (Biau et al., 2009).

**Table 4.6:** Analysis of the Impact of Compensation on Voluntary Turnover Intention

Compensation Sub-Variables	b	Beta	t	Sig	Interpretation
1.1 Base Pay	.043	.079	.801	.424	Rejected
1.2 Incentive Pay	.087	.161	1.562	.120	Rejected
1.3 Fringe Benefits	.143	.260	2.563	.011*	Accepted

Adjusted R-square = .197, F = 17.607 \*P≤0.05

Independent variable = Compensation

Dependent variable = Voluntary Turnover Intention

Table 4.6 displays the statistical analysis of the relationship between compensation factors and voluntary turnover intention. The research findings do not support the hypothesis proposed that compensation (base pay, incentive pay, fringe benefits) has a significant impact on voluntary turnover intention. The table shows that two sub-variables are rejected: Base Pay (Sig = .424) and Incentive Pay (Sig = .120), but Fringe Benefits is accepted (Sig = .011). Moreover, the Adjusted R Square

for compensation factors is .197, indicating that compensation factors can classify the change in voluntary turnover intention level in the hotel industry with 19.7%. Lastly, among the three sub-variables, the Beta value for “Fringe Benefits” is 26%, which shows the highest effect on voluntary turnover intention. However, H1 is rejected.

**Table 4.7:** Analysis of Impact of Coworker Relationships on Voluntary Turnover Intention

<b>Coworker Relationships Sub-Variables</b>	<b>b</b>	<b>Beta</b>	<b>t</b>	<b>Sig</b>	<b>Interpretation</b>
2.1 Information Peer	.010	.019	.212	.833	Rejected
2.2 Collegial Peer	.145	.288	2.709	.007*	Accepted
2.3 Special Peer	.032	.057	.565	.573	Rejected

Adjusted R-square = .119, F = 9.025, \*P≤0.05

Independent variable = Coworker Relationships

Dependent variable = Voluntary Turnover Intention

Table 4.7 displays the statistical analysis of the relationship between coworker relationships factors and voluntary turnover intention. The research findings do not support the hypothesis proposed that coworker relationships (information peer, collegial peer, special peer) have a significant impact on voluntary turnover intention. The table shows that two sub-variables are rejected: Information Peer (Sig = .833) and Special Peer (Sig = .573), but Collegial Peer is accepted (Sig = .007). Moreover, the Adjusted R Square for coworker relationships factors is .119, indicating that coworker relationships factors can classify the change in voluntary turnover intention level in the hotel industry with 11.9%. Lastly, among the three sub-variables, the Beta value for “Collegial Peer” is 28.8%, which shows the highest effect on voluntary turnover intention. However, H2 is rejected.

**Table 4.8:** Analysis of the Impact of Work Meaningfulness on Voluntary Turnover Intention

<b>Work Meaningfulness Sub-Variables</b>	<b>b</b>	<b>Beta</b>	<b>t</b>	<b>Sig</b>	<b>Interpretation</b>
3.1 Skill Variety	.068	.141	1.598	.112	Rejected
3.2 Task Identity	.069	.138	1.646	.101	Rejected
3.3 Task Significance	.079	.159	1.828	.069	Rejected

Adjusted R-square = .137, F = 10.59, \*P≤0.05

Independent variable = Work Meaningfulness

Dependent variable = Voluntary Turnover Intention

Table 4.8 displays the statistical analysis of the relationship between work meaningfulness factors and voluntary turnover intention. The research findings do not support the hypothesis proposed that work meaningfulness (skill variety, task identity, task significance) has a significant impact on voluntary turnover intention. The table shows that all three sub-variables are rejected: Skill Variety (Sig = .112), Task Identity (Sig = .101), and Task Significance (Sig = .069). Moreover, the Adjusted R Square for coworker relationships factors is .137, indicating that coworker relationships factors can classify the change in voluntary turnover intention level in the hotel industry with 13.7%. However, H3 is rejected

**Table 4.9:** Summary of the Hypotheses Testing

<b>Hypothesis</b>	<b>Result</b>
1. Compensation has a significant impact on voluntary turnover intention.	Rejected
1.1 Base Pay	Rejected
1.2 Incentive Pay	Rejected
1.3 Fringe Benefits	Accepted

**Table 4.9 (continued):** Summary of the Hypotheses Testing

2. Coworker relationships have a significant impact on voluntary turnover intention.	Rejected
2.1 Information Peer	Rejected
2.2 Collegial Peer	Accepted
2.3 Special Peer	Rejected
3. Work meaningfulness has a significant impact on voluntary turnover intention.	Rejected
3.1 Skill Variety	Rejected
3.2 Task Variety	Rejected
3.3 Task Significance	Rejected

Table 4.9 represents a summary of the hypothesis results. As shown in the table, all three hypotheses were rejected. However, sub-variables fringe benefits and collegial peer relationships were accepted.



## **CHAPTER 5**

### **SUMMARY, CONCLUSION, AND DISCUSSION**

This part covers three elements: summary and conclusion, discussion and recommendations for implications, and recommendations for future research. They are as follows:

- 5.1 Summary and Conclusion
- 5.2 Discussion and Recommendations for Implications
- 5.3 Recommendations for Future Research

#### **5.1 Summary and Conclusion**

This study focused on the factors influencing internal migrant employees' voluntary turnover intention within the hotel industry in Koh Samui. The three primary goals of the study were:

- 1) To examine the effect of compensation on voluntary turnover intention.
- 2) To examine the effect of coworker relationships on voluntary turnover intention.
- 3) To examine the effect of work meaningfulness on voluntary turnover intention.

The study employed quantitative research methodology, with the research design incorporating Google Forms. The questionnaire included items related to demographic information, as well as questions pertaining to independent and dependent variables, utilizing multiple-choice formats and a five-point Likert scale ranging from 1 to 5. Following the finalization of the research instrument, the questionnaire was distributed to 204 participants via an online snowball sampling technique. Subsequent to data collection, analytical software was utilized to conduct the data analysis. The findings revealed that compensation, coworker relationships, and work meaningfulness did not have significant impact on employees' voluntary turnover intentions within the hotel industry in Koh Samui.

### **5.1.1 Demographic Data**

Most respondents are aged 25 to 34 years old. Male respondents were slightly more than female. A majority of respondents were single. Most respondents lived with a spouse, partner, or children. For most respondents, the highest education achieved was a bachelor's degree. The income for most respondents was between 15,000 and 25,000 Thai Baht per month. The front office is the department where most respondents worked. Most had been with their current employer for 1-3 years, had worked in the hotel industry for 4-6 years, and had lived in Koh Samui for 4-6 years.

### **5.1.2 Attitudes Towards Variables**

The attitude towards the variables is presented in three parts:

#### 1) Independent Variable 1: Compensation Factors

Most of the respondents strongly agreed on base pay and fringe benefits, and they agreed on incentive pay. Overall, respondents strongly agreed on compensation factors.

#### 2) Independent Variable 2: Coworker Relationships Factors

Most of the respondents agreed on information peer, collegial peer, and special peer. Overall, respondents agreed on coworker relationships factors.

#### 3) Independent Variable 3: Work Meaningfulness Factors

Most of the respondents agreed on skill variety, task identity, and task significance. Overall, respondents agreed on work meaningfulness factors.

### **5.1.3 Hypotheses Results**

There were three hypotheses proposed in this study:

H1: Compensation (base pay, incentive pay, and fringe benefits) has a significant impact on voluntary turnover intention.

H2: Coworker relationships (information peer, collegial peer, and special peer) have a significant impact on voluntary turnover intention.

H3: Work meaningfulness (skill variety, task identity, and task significance) has a significant impact on voluntary turnover intention.

The analysis of the results showed that all the hypotheses were statistically insignificant. Compensation, coworker relationships, and work meaningfulness do not have a significant impact on employees' voluntary turnover intention.

## **5.2 Discussion and Recommendations for Implications**

This study explored the impact of compensation, coworker relationships, and work meaningfulness on voluntary turnover intention among internal migrants working in the hotel industry in Koh Samui. The overall hypotheses related to these main variables were rejected, although specific sub-variables—fringe benefits and collegial peer relationships—showed significant effects. This nuanced result requires a detailed interpretation and consideration of future implications.

While the general hypothesis on compensation was rejected, the significant impact of fringe benefits suggests that for internal migrants, non-monetary benefits like housing assistance or relocation support are critical. Internal migrants might prioritize fringe benefits that address their specific needs related to their relocation and adaptation process, making these benefits more significant than base or incentive pay. This aligns with research from Cyriac and Baskaran (2020) that indicated non-monetary benefits can be crucial in employee retention. The lack of significance for base pay and incentive pay in this study might reflect a more pronounced role of fringe benefits, such as health insurance or housing, in influencing employees' turnover intentions in the Koh Samui hotel industry.

The overall hypothesis for coworker relationships was rejected; however, collegial peer relationships were found to have a significant impact. This finding supports the notion that positive, supportive relationships with colleagues, particularly those considered peers, are crucial for reducing turnover intentions, as supported by the work of Abugre and Acquah (2022). The acceptance of collegial peer relationships indicates that positive interactions with peers are crucial for internal migrants, who might be adjusting to a new social environment. Strong collegial bonds

can provide emotional support and ease the transition for internal migrants, thereby reducing their turnover intentions. The lack of impact from information peer and special peer relationships might suggest that general peer support is more crucial than specific types of interactions.

The overall hypothesis regarding work meaningfulness was rejected, indicating that skill variety, task identity, and task significance do not significantly impact voluntary turnover intention among employees in this setting. This finding contrasts with literature presented in this paper that highlighted the importance of meaningful work in employee retention. The rejection of the hypothesis related to work meaningfulness implies these factors may be less relevant for internal migrants' turnover intentions in this context. This could be due to the primary concerns of internal migrants being related to adaptation and integration rather than job design elements, which might become more relevant once they are settled, as noted by Sun, Ling, and Huang (2020). The rejection of these sub-variables suggests that, in this context, work design factors may not be as critical to turnover intentions as other variables.

The findings partially align with existing research on compensation and coworker relationships, but the overall rejections for the main variables contrast with some studies presented in this paper. The acceptance of fringe benefits and collegial peer relationships suggests that these specific aspects might play a more critical role in this particular context. This could be due to unique local factors or cultural nuances influencing employee perceptions and priorities. The findings contribute to the literature by highlighting how internal migration affects the significance of different turnover predictors. Research by Mai and Wang (2022) emphasized that internal migrants may face different challenges compared to local employees, which could influence their turnover intentions.

For internal migrants, practical support through fringe benefits and the establishment of supportive collegial relationships are paramount. This suggests that hotels in Koh Samui should focus on enhancing these areas to improve retention. Understanding that internal migrants may have different needs compared to local employees can help tailor retention strategies more effectively. Given that work meaningfulness did not significantly impact turnover intentions, it may be less critical to address work design factors compared to improving benefits and peer interactions.

Policymakers and industry leaders should develop policies that enhance fringe benefits and support the development of positive peer relationships within the workplace. These measures may be more impactful in reducing turnover rates and improving employee satisfaction in the hotel industry.

Other factors not examined in this study, such as job security, career advancement opportunities, or organizational culture, might also significantly influence turnover intentions. Exploring these additional variables could provide a more comprehensive understanding of what drives turnover in the hotel industry.

### **5.3 Recommendations for Future Research**

Future research should investigate additional factors such as job security, career development, and organizational culture to better understand their impact on turnover intentions. Longitudinal studies could provide insights into how these factors evolve over time and their influence on internal migrant employee retention.

To improve the robustness of findings, future studies should consider larger and more diverse samples, and use mixed-methods approaches to capture a broader range of employee experiences and perceptions.

Incorporating qualitative research methods, such as in-depth interviews or focus groups, could gain deeper insights into the experiences of internal migrants. This approach can uncover the nuanced reasons behind their turnover intentions and provide richer data for designing effective retention strategies.

The findings suggest a need to refine existing theories on employee turnover. Future research should explore whether alternative frameworks or models better account for the specific dynamics of employee retention in contexts similar to Koh Samui

Given the significant impact of fringe benefits observed in this study, future research should analyze the effectiveness of different types of fringe benefits. Research could categorize benefits into various types (e.g., health-related, retirement plans, family support) and assess which categories have the most substantial impact on turnover intention. Understanding which benefits are most valued by employees can help organizations tailor their benefit packages more effectively.

By addressing these recommendations, future research can build on the current

study's findings, offering a deeper understanding of the turnover intentions of internal migrants and helping organizations create more effective retention strategies tailored to this unique group of employees.

## BIBLIOGRAPHY

- Abubakar, A. M., Abdullahi, H., & Abdulrahman, D. M. (2021). Impact of compensation on employees' intention to stay in the Nigerian hospitality industry: The mediating role of job satisfaction. *Academy of Strategic Management Journal*, 20(1), 1-11.
- Abugre, J. B., & Acquah, M. (2022). A contextual study of co-worker relationship and turnover intentions: the mediating role of employee cynicism. *African Journal of Economic and Management Studies*, 13(2), 219-235.
- Alananzeh, O. A., Almuhausen, F., Jawabreh, O., Fahmawee, E. A. D. A., Ali, B. J., & Ali, A. (2023). The Impact of job wtability, work environment, administration, salary and incentives, functional justice, and employee expectation on the security staff's desire to continue working at the hotel. *Journal of Statistics Applications & Probability*, 12(2), 425-439.
- Andrade, M. S., Miller, D., & Westover, J. H. (2021). Job satisfaction factors for housekeepers in the hotel industry: a global comparative analysis. *International Hospitality Review*, 35(1), 90-108.
- Bairwa, M. K. (2020). Curbing attrition: A challenge in the hotel industry (a study of selected five-star hotels of agra). *Shodh Sanchar Bulletin*, 10(40), 27-34.
- Baker, V. L., & Rees, T. (2020). The role of peer relationships in faculty development. *Journal of Faculty Development*, 34(2), 1-5.
- Biau, D. J., Jolles, B. M., & Porcher, R. (2010). P value and the theory of hypothesis testing: An explanation for new researchers. *Clin Orthop Relat Res*. 2010 Mar;468(3), 885-92. doi: 10.1007/s11999-009-1164-4. PMID: 19921345; PMCID: PMC2816758.
- Cameron, C., & Tapscott, K. (2020). Cultivating community in the academy: Peer mentorship in a learning organization. *International Journal of Mentoring and Coaching in Education*, 9(4), 314-327.
- Codling, S., Pinnock, J., Barrett, E., Gayle, S., Stephenson, N., Sibblies, N., & Sinclair-Maragh, G. (2023). Factors contributing to staff turnover in the hotel industry: A literature review. *Business, Management and Economics*. <https://doi.org/10.5772/intechopen.107025>

- Champatong, S., Sawangdee, Y., & Poprateep, P. (2022). Influence of entrepreneurial orientation and leaderships management on organizational agility of hotel business in Thailand with moderating role of innovative learning. *International Journal of Health Sciences*, 96-107.  
<https://doi.org/10.53730/ijhs.v6ns3.5231>
- Chen, L., Wang, X., & Li, X. (2020). The impact of co-worker relationships on voluntary turnover intention: The mediating role of job satisfaction. *Frontiers in Psychology*, 11, 584673. <https://doi.org/10.3389/fpsyg.2020.584673>
- Cyriac, N. T., & Baskaran, K. (2020, June). A study on the effectiveness of non-monetary retention strategies in UAE. In 2020 8th International Conference on Reliability, Infocom Technologies and Optimization (Trends and Future Directions)(ICRITO) (pp. 556-561). IEEE.
- Chhinzar, N. (2020). Contrasting voluntary versus involuntary layoffs: Antecedents and outcomes. *Canadian Journal of Administrative Sciences / Revue Canadienne Des Sciences De l'Administration*, 38(2), 177-192.  
<https://doi.org/10.1002/cjas.1594>
- Chien, G. C., Mao, I., Nergui, E., & Chang, W. (2020). The effect of work motivation on employee performance: Empirical evidence from 4-star hotels in Mongolia. *Journal of Human Resources in Hospitality & Tourism*, 19(4), 473-495.
- Datta, A. (2020). Measuring the influence of hospitality organizational climate on employee turnover tendency. *The TQM Journal*, 32(6), 1307-1326.  
<https://doi.org/10.1108/tqm-08-2019-0198>
- Deri, M. N., Ragavan, N. A., Chireh, T. D., Zaazie, P., & Niber, A. (2022). Relationship between job satisfaction and turnover intention of hotel employees. *Research Journal in Advanced Social Sciences*, 3(2), 32-49.  
<https://doi.org/10.58256/rjass.v3i2.810>
- Djajasinga, N. D., Sulastri, L., Sudirman, A., Sari, A. L., & Rihardi, E. L. (2021). Practices in human resources and employee turnover in the hospitality industry. *Advances in Social Science, Education and Humanities Research*.  
<https://doi.org/10.2991/assehr.k.210615.023>
- Fisher, R. A. (1925). Theory of statistical estimation. In *Mathematical proceedings of the Cambridge philosophical society*, 22(5), 700-725.



- Gan, E. & Voon, M. L. (2021). The impact of transformational leadership on job satisfaction and employee turnover intentions: A conceptual review. *SHS Web of Conferences*, 124, 08005. <https://doi.org/10.1051/shsconf/202112408005>
- Geldenhuijs, M., Bakker, A. B., & Demerouti, E. (2021). How task, relational and cognitive crafting relate to job performance: A weekly diary study on the role of meaningfulness. *European Journal of Work and Organizational Psychology*, 30(1), 83-94.
- Ghadimi, P., Hajibaba, H., & Rezaei, M. (2020). The impact of compensation practices on employee's intention to stay with the organization: Evidence from Iran's hotel industry. *Journal of Human Resources in Hospitality & Tourism*, 19(4), 422-444.
- Ghani, B., Zada, M., Memon, K.R., Ullah, R., Khattak, A., Han, H., Ariza-Montes, A., Araya-Castillo, L. (2022). Challenges and strategies for employee retention in the hospitality industry: A review. *Sustainability*, 14, 2885. <https://doi.org/10.3390/su14052885>
- Güngör, D. (2020). Positive adjustment among internal migrants: Acculturative risks and resources. In: Güngör, D., Strohmeier, D. (eds) *Contextualizing immigrant and refugee resilience: Advances in immigrant family research*. Springer, Cham. [https://doi.org/10.1007/978-3-030-42303-2\\_7](https://doi.org/10.1007/978-3-030-42303-2_7)
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250-279. [https://doi.org/10.1016/0030-5073\(76\)90016-7](https://doi.org/10.1016/0030-5073(76)90016-7)
- Heimerl, P., Haid, M., Benedikt, L., & Scholl-Grissemann, U. (2020). Factors influencing job satisfaction in hospitality industry. *SAGE open*, 10(4), 2158244020982998.
- Han, H., Kim, Y. J., & Kim, H. K. (2020). Effects of coworker relationships on hotel employees' job engagement and turnover intention. *International Journal of Contemporary Hospitality Management*, 32(6), 2031-2050. <https://doi.org/10.1108/IJCHM-08-2019-0685>
- Hassan, A., Rahman, S., Zainal, Z., & Ali, S. A. (2020). Mediating effect of coworker support between abusive supervision and turnover intention. *Cogent Business & Management*, 7(1), 1-13.

- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work* (2nd ed). John Wiley & Sons.
- Huang, A., Fisher, T., Ding, H., & Guo, Z. (2021). A network analysis of cross-occupational skill transferability for the hospitality industry. *International Journal of Contemporary Hospitality Management*, 33(12), 4215-4236. <https://doi.org/10.1108/ijchm-01-2021-0073>
- Iannuzzi, F. E. (2023). Local labour market segmentation and migrant workers' experiences: The case of the hotel industry in Venice. *European Urban and Regional Studies*, 30(2), 172-185. <https://doi.org/10.1177/09697764221145357>
- Ihensekien, O. A., & Joel, A. C. (2023). Abraham Maslow's Hierarchy of Needs and Frederick Herzberg's Two-Factor Motivation Theories: *Implications for Organizational Performance*. *The Romanian Economic Journal*, 85.
- Jampaklay, A. (2020). Internal Migration in Thailand. In: Bell, M., Bernard, A., Charles-Edwards, E., Zhu, Y. (eds) *Internal Migration in the Countries of Asia*. Springer, Cham. [https://doi.org/10.1007/978-3-030-44010-7\\_10](https://doi.org/10.1007/978-3-030-44010-7_10)
- Jariyachamsit, S. and Techarattanased, N. (2022). Antecedents and loyalty of tourists visiting secondary cities in provinces in southern Thailand. *International Journal of Health Sciences*, 2993-3006. <https://doi.org/10.53730/ijhs.v6ns4.9501>
- Jiang, Y., Wang, Q., & Weng, Q. (2022). Job characteristics as drivers of occupational commitment: The mediating mechanisms. *Current Psychology*, 41(1), 18-28.
- Kim, H. J., Lee, S., & Lee, H. (2020). Effects of hotel employees' coworker relationships on organizational commitment and turnover intention. *Journal of Hospitality and Tourism Research*, 44(8), 1449-1471. <https://doi.org/10.1177/1096348020917485>
- Kim, J. H., & Beehr, T. A. (2020). Coworker and supervisor support as moderators of the relationship between future time perspective and turnover intention. *Journal of Career Development*, 47(4), 349-363.

- Kram, K. E., & Isabella, L. A. (1985). Mentoring alternatives: The role of peer relationships in career development. *Academy of Management Journal*, 28(1), 110–132. <https://doi.org/10.5465/256064>
- Kulikowski, K., & Sedlak, P. (2020). Can you buy work engagement? The relationship between pay, fringe benefits, financial bonuses and work engagement. *Curr Psychol*, 39, 343–353. <https://doi.org/10.1007/s12144-017-9768-4>
- Lee, C. H., & Choi, Y. (2020). Influence of hotel employees' coworker relationships on job satisfaction and turnover intention: The moderating role of psychological contract violation. *International Journal of Hospitality Management*, 86, 102437.
- Liu, W., & Lu, H. (2021). The relationship between organizational climate, coworker support, job stress, and turnover intention: An empirical study based on a sample of Chinese coal mine workers. *International Journal of Environmental Research and Public Health*, 18(4), 1-15.
- Mai, X., & Wang, J. (2022). Situational differences, migratory duration, and social integration of internal migrants in urban China. *Cities*, 125, 103596. <https://doi.org/10.1016/j.cities.2022.103596>
- Maqableh, O., Helalat, A., & Nor, C. S. M. (2023). Exploring the mediating influence of job satisfaction on the relationship between job security and turnover intention: A case study of the hospitality industry of Jordan. *Problems and Perspectives in Management*, 21(1), 384-395. [https://doi.org/10.21511/ppm.21\(1\).2023.33](https://doi.org/10.21511/ppm.21(1).2023.33)
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370-396.
- Michael, N., & Fotiadis, A. (2022). Employee turnover: The hotel industry perspective. *Journal of Tourism, Heritage & Services Marketing*, 8(1), 38–47. <https://doi.org/10.5281/zenodo.6583698>
- Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal*, 44(6), 1102-1121. <https://doi.org/10.5465/3069391>

- Mobley, W. H., Griffeth, R. W., Hand, H. H., & Meglino, B. M. (1979). Review and conceptual analysis of the employee turnover process. *Psychological Bulletin*, 86(3), 493-522. <https://doi.org/10.1037/0033-2909.86.3.493>
- Pham, C. T., Phung, D., Nguyen, T. V., & Chu, C. (2023). The double burden of work and life and turnover intention among migrant garment workers: A case study from an industrial zone in Vietnam. *Journal of Population and Social Studies*, 31, 612-636. <https://doi.org/10.25133/jpssv312023.034>
- Raihan, T. (2020). Role of job characteristics model on employee job satisfaction: An Empirical Study. *The Chittagong University Journal of Business Administration*, 32, 179-196.
- Ramli, Y., Soelton, M., & Khotimah, N. (2020). The effect of job characteristics towards the organizational commitment of the employees. *International Journal of Emerging Trends in Social Sciences*, 8(1), 1-9.
- Rasheed, M. I., Jamad, W. N., Pitafi, A. H., & Iqbal, S. M. J. (2020). Perceived compensation fairness, job design, and employee motivation: The mediating role of working environment. *South Asian Journal of Management*, 14(2), 229-246.
- Ratasuk, A. (2020). Contribution of cultural intelligence to job performance of domestic hotel employees in Thailand: The mediating roles of communication effectiveness and job stress. *Thammasat Review*, 23(2), 170-191
- Rooyen, J. V., Mission, E. C. D., & Beer, E. D. (2021). The possible changes to the human resource management of Thailand's hotel industry post-covid pandemic. *Journal of Human Resource Management*, 9(1), 22. <https://doi.org/10.11648/j.jhrm.20210901.13>
- Rose-Clarke, K., Nambutr, W., Kongkamud, A., Lertgrai, W., Prost, A., Benyakorn, S., & Jampaklay, A. (2021). Psychosocial resilience among left-behind adolescents in rural Thailand: A qualitative exploration. *Sociology of Health & Illness*, 44(1), 147-168. <https://doi.org/10.1111/1467-9566.13402>
- Sari, V., & Şeşen, H. (2020). The effect of psychological capital on turnover intention: The mediating role of perceived organizational support and coworker support. *Business: Theory and Practice*, 21(1), 54-63.

- Seqhobane, M., & Koko, D. (2021). How do job characteristics influence the motivation of millennial hospitality employees?. *SA Journal of Human Resource Management, 19*, 9.
- Sun, J., Ling, L., & Huang, Z. J. (2020). Tourism migrant workers: The internal integration from urban to rural destinations. *Annals of Tourism Research, 84*, 102972.
- Syahrudin, A. A. (2022). The effect of work conflict and work stress on turnover intention of hotel employees. *International Journal of Research and Review, 9*(2), 308-314. <https://doi.org/10.52403/ijrr.20220241>
- Taylor, F. W. (1911). *The principles of scientific management*. New York, NY: Harper & Brothers.
- Tews, M. J., Michel, J. W., & Stafford, K. (2020). Social support and turnover among entry-level service employees: Differentiating type, source, and basis of attachment. *Human Resource Management, 59*(3), 221-234.
- Üngüren, E., & Arslan, S. (2021). The effect of role ambiguity and role conflict on job performance in the hotel industry: The mediating effect of job satisfaction. *Tourism & Management Studies, 17*(1), 45-58.
- Vui-Yee, K., & Paggy, K. (2020). The effect of work fulfilment on job characteristics and employee retention: Gen Y employees. *Global Business Review, 21*(2), 313-327.
- Wahab, A. R. A., Rosli, M. S. A., & Shahril, A. M. (2020). Intention towards pursuing career in hospitality industry among hospitality graduates in Malaysia. *EPRA International Journal of Multidisciplinary Research, 6*(1), 41-49.
- Wen, B., Zhou, X., Hu, Y., & Zhang, X. (2020). Role stress and turnover intention of front-line hotel employees: The roles of burnout and service climate. *Frontiers in Psychology, 11*. <https://doi.org/10.3389/fpsyg.2020.00036>
- Wu, J., Liu, J., & Wei, J. (2021). Impact of social support from coworkers on turnover intention of frontline hotel employees: The mediating role of psychological capital. *Journal of Hospitality and Tourism Management, 46*, 173-181. <https://doi.org/10.1016/j.jhtm.2020.09.004>

- Wu, S. C., Chen, Y. C., & Zhuang, W. L. (2023). The effect of workplace friendship on hotel employees' intention to leave: Moderating role of psychological contract violation. *Sustainability*, *15*(12), 9438.
- Yamane, T. (1967). *Statistics: An introductory analysis*. New York: Harper and Row.
- Zhang, X., & Zhang, Y. (2020). An exploration of the relationship between perceived insider status and turnover intention: The role of psychological contract fulfillment and perceived organizational support. *Social Behavior and Personality: An International Journal*, *48*(9), 1-12.
- Zhen, Y., Mansor, Z. D., Choo, W. C., & Abdullah, A. R. (2021). How to reduce employees' turnover intention from the psychological perspective: A mediated moderation model. *Psychology Research and Behavior Management*, *Volume 14*, 185-197. <https://doi.org/10.2147/prbm.s293839>
- Zhou, X., Huang, J., Ma, Y., & Pan, L. (2020). The impact of career management and fringe benefits on employee retention in China's hotel industry. *Journal of Human Resources in Hospitality & Tourism*, *19*(2), 148-166.

**APPENDIX**

## ONLINE QUESTIONNAIRE

แบบสอบถามออนไลน์

The Impact of Compensation, Coworker Relationships, and Work Meaningfulness on Voluntary Turnover Intention of Internal Migrants in the Hotel Industry in Koh Samui

ค่าตอบแทน ความสัมพันธ์กับเพื่อนร่วมงาน

และความหมายของงานที่มีผลกระทบต่อความตั้งใจในการลาออกโดยสมัครใจของผู้ย้ายถิ่นภายในในอุตสาหกรรมโรงแรมที่เกาะสมุย

This questionnaire is part of a research project for MBA course BA715: Independent Study at Bangkok University. Responses are confidential and solely used for academic purposes. The objective of this study is to understand factors that impact internal migrant employees' turnover intention within the hotel industry in Koh Samui. There are five sections to this questionnaire: Demographic, Compensation, Coworker Relationships, Work Meaningfulness, and Voluntary Turnover Intention. แบบสอบถามนี้เป็นส่วนหนึ่งของโครงการวิจัยสำหรับหลักสูตร MBA รหัสวิชา BA715: Independent Study

(IS) ณ มหาวิทยาลัยกรุงเทพ การตอบกลับเป็นความลับและใช้เพื่อวัตถุประสงค์ทางวิชาการเท่านั้น

วัตถุประสงค์ของการศึกษานี้คือการเข้าใจปัจจัยที่มีผลต่อความตั้งใจในการลาออกของพนักงานที่เป็นแรงงานข้ามถิ่นภายในอุตสาหกรรมโรงแรมในเกาะสมุย แบบสอบถามนี้มีทั้งหมดห้าหมวดหมู่ ได้แก่ ข้อมูลประชากร, ค่าตอบแทน, ความสัมพันธ์กับเพื่อนร่วมงาน, ความหมายของงาน, และเจตนาที่จะลาออกโดยสมัครใจ.

**Directions:** Please select the answer that matches your information. (✓)

คำแนะนำ: กรุณาเลือกคำตอบที่ตรงกับข้อมูลของคุณ (✓)

### Screening Question | คำถามคัดกรอง

Are you a Thai national who moved to Koh Samui for work and are currently employed in the hotel industry on the island?

คุณเป็นคนไทยที่ย้ายไปทำงานที่เกาะสมุยและปัจจุบันทำงานในอุตสาหกรรมโรงแรมบนเกาะนี้หรือเปล่า?

- Yes (Proceed) | ใช่ (ทำแบบสอบถามต่อ)
- No (Do not proceed) | ไม่ (ไม่ต้องทำแบบสอบถามต่อ)



**Demographic Questions** | คำถามเกี่ยวกับประชากร

1. Age: | อายุ:
  - Less than 25 | น้อยกว่า 25
  - 25-34
  - 35-44
  - 45-54
  - 55 and up | 55 ปีขึ้นไป
2. Gender: | เพศ:
  - Male | ชาย
  - Female | หญิง
  - Prefer not to say | ไม่สะดวกที่จะตอบ
3. Marital Status: | สถานะการสมรส:
  - Single, never married | โสด ไม่เคยสมรส
  - Married or domestic partnership | สมรสหรืออยู่ร่วมกันเป็นคู่ชีวิต
  - Divorced / Widowed | หย่าร้าง / หม้าย
  - Prefer not to say | ไม่สะดวกที่จะตอบ
4. Who do you currently live with? | คุณอาศัยอยู่กับใครในตอนนี้?
  - Alone | คนเดียว
  - Family (spouse/partner and/or children) | ครอบครัว (คู่สมรส/คู่ชีวิต และ/หรือบุตร)
  - Family (parents and/or siblings) | ครอบครัว (พ่อแม่และ/หรือพี่น้อง)
  - Roommates / Flatmates | เพื่อนร่วมห้อง / เพื่อนร่วมหอ
5. Education Level: | ระดับการศึกษา:
  - Below high school | ต่ำกว่าชั้นมัธยมศึกษา
  - High school | มัธยมศึกษา
  - Bachelor's degree |ปริญญาตรี
  - Master's degree and above |ปริญญาโทขึ้นไป

6. Monthly Income (Thai Baht): | รายได้ประจำเดือน (บาท):

- Below 15,000 | ต่ำกว่า 15,000
- 15,000 – 25,000
- 25,001 – 35,000
- 35,001 – 45,000
- 45,001 – 55,000
- 55,001 – 65,000
- 65,001 and above | 65,001 ขึ้นไป

7. Department: | แผนก:

- Front Office | แผนกต้อนรับส่วนหน้า
- Housekeeping | บริการทำความสะอาด
- Food and Beverage | อาหารและเครื่องดื่ม
- Sales and Marketing | การขายและการตลาด
- Finance | การเงิน
- Human Resources | ทรัพยากรบุคคล
- Engineering / Maintenance | วิศวกรรม / การบำรุงรักษา
- Security | ความปลอดภัย
- Information Technology | เทคโนโลยีสารสนเทศ

8. How long have you worked for your current employer? |

คุณทำงานให้กับนายจ้างปัจจุบันมานานแค่ไหนแล้ว?

- Less than 1 year | น้อยกว่า 1 ปี
- 1–3 years | 1–3 ปี
- 4–6 years | 4–6 ปี
- 7–9 years | 7–9 ปี
- 10 years or more | 10 ปีขึ้นไป

9. How long have you worked in the hotel industry? |

คุณทำงานในอุตสาหกรรมโรงแรมมานานแค่ไหนแล้ว?

- Less than 1 year | น้อยกว่า 1 ปี
- 1–3 years | 1–3 ปี
- 4–6 years | 4–6 ปี
- 7–9 years | 7–9 ปี
- 10 years or more | 10 ปีขึ้นไป

10. How long have you lived in Koh Samui? | คุณอาศัยอยู่ในเกาะสมุยมานานแค่ไหนแล้ว?

- Less than 1 year | น้อยกว่า 1 ปี
- 1–3 years | 1–3 ปี
- 4–6 years | 4–6 ปี
- 7–9 years | 7–9 ปี
- 10 years or more | 10 ปีขึ้นไป

**Directions:** Please indicate your degree of agreement with the following statements by selecting the appropriate response for each item using the following scale (✓):

คำแนะนำ:

กรุณาระบุระดับความเห็นด้วยของคุณกับข้อความต่อไปนี้ โดยการเลือกคำตอบที่เหมาะสมสำหรับแต่ละรายการโดยใช้มาตราส่วนต่อไปนี้ (✓):

ไปนี้ (✓):

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	กลางๆ	เห็นด้วย	เห็นด้วยอย่างยิ่ง

<b>Compensation Questions</b>	1	2	3	4	5
คำถามเกี่ยวกับค่าตอบแทน					
<p>Note: The following 3 questions are about base pay. Base pay refers to the initial salary or wage that an employee receives. It does not include additional compensation such as bonuses, commissions, overtime pay, or other benefits. It is the fixed amount of money that an employee earns for performing their job responsibilities, typically expressed as an annual or monthly figure.</p>					

<p>หมายเหตุ: คำถามทั้ง 3 ข้อต่อไปนี้จะเกี่ยวกับฐานเงินเดือน</p> <p>ฐานเงินเดือนหมายถึงเงินเดือนหรือค่าจ้างเริ่มต้นที่พนักงานได้รับที่ไม่ได้รวมค่าตอบแทนเพิ่มเติม เช่น โบนัส ค่าคอมมิชชั่น ค่าล่วงเวลา หรือสวัสดิการอื่น ๆ</p> <p>ฐานเงินเดือนคือจำนวนเงินที่แน่นอนที่พนักงานได้รับสำหรับการทำหน้าที่ในงานของตน</p> <p>โดยปกติจะแสดงเป็นจำนวนเงินรายปีหรือรายเดือน</p>				
<p>11. I believe my base pay is fair compared to similar positions in the industry.</p> <p>ฉันเชื่อว่าฐานเงินเดือนของฉันยุติธรรมเมื่อเปรียบเทียบกับตำแหน่งที่คล้ายคลึงกัน</p> <p>ในอุตสาหกรรมเดียวกัน</p>				
<p>12. Base pay adequately motivates me to perform well in my role.</p> <p>ฐานเงินเดือนเพียงพอที่จะกระตุ้นให้ฉันทำงานในบทบาทของตัวเองได้ดี</p>				
<p>13. I am satisfied with my current base pay.</p> <p>ฉันพอใจกับฐานเงินเดือนในปัจจุบันของฉัน</p>				
<p>Note: The following 3 questions are about incentive pay. Incentive pay is a monetary reward system used by organizations to motivate employees to achieve specific goals or objectives. It can take various forms, such as bonuses, commissions, profit-sharing, or stock options.</p> <p>หมายเหตุ: คำถามทั้ง 3 ข้อต่อไปนี้จะเกี่ยวกับการจ่ายเงินจูงใจ</p> <p>เงินจูงใจเป็นระบบรางวัลทางการเงินที่องค์กรใช้เพื่อกระตุ้นให้พนักงานบรรลุเป้าหมายหรือวัตถุประสงค์ที่กำหนดไว้</p> <p>มีรูปแบบที่หลากหลาย เช่น โบนัส ค่าคอมมิชชั่น การแบ่งปันผลกำไร หรือทางเลือกในการซื้อหุ้น</p>				
<p>14. The company's incentive pay is competitive compared to industry standards.</p> <p>เงินจูงใจของบริษัทมีความสามารถในการแข่งขันเมื่อเปรียบเทียบกับมาตรฐาน</p> <p>ในอุตสาหกรรม</p>				
<p>15. Incentive pay effectively motivates me to perform at a higher level.</p> <p>เงินจูงใจทำให้ฉันมีแรงกระตุ้นในการทำงานให้มีประสิทธิภาพมากขึ้น</p>				
<p>16. I am satisfied with my current incentive pay.</p>				

ฉันพอใจกับเงินจูงใจที่ได้รับในปัจจุบัน					
<p>Note: The following 3 questions are about fringe benefits. Fringe benefits are non-monetary perks provided by employers in addition to an employee's salary. These benefits can include health insurance, retirement plans, paid time off, and other benefits such as housing and meals.</p> <p>หมายเหตุ: คำถามทั้ง 3 ข้อต่อไปนี้จะเกี่ยวกับผลประโยชน์เพิ่มเติม</p> <p>ผลประโยชน์เพิ่มเติมเป็นผลประโยชน์ที่ไม่ใช่เงินที่นายจ้างมอบให้พนักงานนอกเหนือจากเงินเดือนของพนักงาน</p> <p>ผลประโยชน์เหล่านี้อาจรวมถึงประกันสุขภาพ แผนการเกษียณอายุ วันหยุดที่ได้รับค่าจ้าง และผลประโยชน์อื่น ๆ เช่น ที่พักและอาหาร</p>					
<p>17. The company's fringe benefits are competitive compared to industry standards.</p> <p>ผลประโยชน์เพิ่มเติมของบริษัทสามารถแข่งขันได้เมื่อเทียบกับมาตรฐานอุตสาหกรรม</p>					
<p>18. Fringe benefits provided by the company motivate me to perform better in my role.</p> <p>ผลประโยชน์เพิ่มเติมที่บริษัทมอบให้จะกระตุ้นให้ฉันทำงานได้ดีขึ้นในบทบาทของฉัน</p>					
<p>19. I am satisfied with my current fringe benefits.</p> <p>ฉันพอใจกับผลประโยชน์เพิ่มเติมของฉันในปัจจุบัน</p>					
<p><b>Coworker Relationships Questions</b></p> <p>คำถามเกี่ยวกับความสัมพันธ์ระหว่างเพื่อนร่วมงาน</p>	1	2	3	4	5
<p>20. I have coworkers who offer relevant knowledge and information.</p> <p>ฉันมีเพื่อนร่วมงานที่ให้ความรู้และข้อมูลที่เกี่ยวข้อง</p>					
<p>21. I can get advice or information related to work easily.</p> <p>ฉันสามารถขอคำแนะนำหรือข้อมูลที่เกี่ยวข้องกับงานได้อย่างง่ายดาย</p>					
<p>22. I am always satisfied with the information sharing regarding job tasks and the organization.</p> <p>ฉันรู้สึกพอใจกับการแบ่งปันข้อมูลเกี่ยวกับงานและองค์กรเสมอ</p>					
<p>23. Professional support and encouragement are provided when needed.</p> <p>มีการสนับสนุนและให้กำลังใจอย่างมืออาชีพเมื่อจำเป็น</p>					

24. I enjoy social interactions with coworkers outside of work-related activities. ฉันชอบการมีปฏิสัมพันธ์ทางสังคมกับเพื่อนร่วมงานนอกเหนือจากกิจกรรมที่เกี่ยวข้องกับงาน					
25. I am always satisfied with the job feedback, recognition, professional support, and friendships at work. ฉันรู้สึกพอใจกับข้อเสนอแนะแบบงาน การยอมรับ การสนับสนุนทางวิชาชีพ และมิตรภาพที่มีที่ทำงานเสมอ					
26. I have coworkers who provide emotional support during challenging times at work. ฉันมีเพื่อนร่วมงานที่ให้การสนับสนุนทางอารมณ์ในช่วงเวลาที่ยากลำบากที่ทำงาน					
27. I have coworkers who I can trust to keep confidential information shared between us. ฉันมีเพื่อนร่วมงานที่ฉันสามารถไว้วางใจให้เก็บข้อมูลที่เป็นความลับที่แชร์ระหว่างกันได้					
28. I am always satisfied with the emotional support and trust from close friendships at work. ฉันรู้สึกพอใจกับการสนับสนุนทางอารมณ์และความไว้วางใจจากมิตรภาพที่ใกล้ชิดที่ทำงานเสมอ					
<b>Work Meaningfulness Questions</b> คำถามเกี่ยวกับความหมายในการทำงาน	1	2	3	4	5
29. My job requires me to use a variety of skills and abilities. งานของฉันต้องการให้ฉันใช้ทักษะและความสามารถที่หลากหลาย					
30. The tasks I perform at work are varied and challenging. งานที่ฉันทำที่ทำงานมีความหลากหลายและท้าทาย					
31. I am always satisfied with the variety of skills required in my job. ฉันรู้สึกพอใจกับความหลากหลายของทักษะที่จำเป็นในงานของฉันเสมอ					
32. My job provides me the chance to completely finish the work I begin. งานของฉันให้โอกาสในการทำงานที่เริ่มต้นให้เสร็จสมบูรณ์อย่างเต็มที่					
33. I can see the results of the tasks I complete at work.					

ฉันสามารถเห็นผลลัพธ์ของงานที่ฉันทำที่ทำงานได้					
34. I am always satisfied with the contribution I make to a finished task. ฉันรู้สึกพอใจกับการมีส่วนร่วมที่ฉันทำในงานที่เสร็จสมบูรณ์เสมอ					
35. My work has a meaningful impact on the lives of others (colleagues, clients, community, etc.). งานของฉันมีผลกระทบต่อชีวิตของผู้อื่น (เพื่อนร่วมงาน ลูกค้า ชุมชน ฯลฯ)					
36. My work makes a significant contribution to the organization's success. งานของฉันมีส่วนสำคัญต่อความสำเร็จขององค์กร					
37. I am always satisfied with the significance of my work. ฉันรู้สึกพอใจกับความสำคัญของงานที่ทำเสมอ					
<b>Voluntary Turnover Intention Questions</b> คำถามเกี่ยวกับความตั้งใจในการลาออกโดยสมัครใจ	1	2	3	4	5
38. Base pay is an important factor in my decision to stay or leave the company. ฐานเงินเดือนเป็นปัจจัยสำคัญในการตัดสินใจของฉันว่าจะอยู่หรือออกจากบริษัท					
39. Incentive pay is an important factor in my decision to stay or leave the company. การจ่ายเงินจูงใจเป็นปัจจัยสำคัญในการตัดสินใจของฉันว่าจะอยู่หรือออกจากบริษัท					
40. Fringe benefits are an important factor in my decision to stay or leave the company. ผลประโยชน์เพิ่มเติมเป็นปัจจัยสำคัญในการตัดสินใจของฉันที่จะอยู่หรือออกจากบริษัท					
41. Information sharing, regarding job tasks and the organization, is an important factor in my decision to stay or leave the company. การแบ่งปันข้อมูลเกี่ยวกับงานและองค์กรเป็นปัจจัยสำคัญในการตัดสินใจของฉันว่าจะอยู่ต่อหรือออกจากบริษัท					
42. Job feedback, recognition, professional support, and friendships at work are important factors in my decision to					

<p>stay or leave the company.</p> <p>ข้อเสนอแนะแบบงาน การรับรู้ การสนับสนุนทางวิชาชีพ และมิตรภาพที่ทำงาน</p> <p>เป็นปัจจัยสำคัญในการตัดสินใจของฉันว่าจะอยู่หรือออกจากบริษัท</p>					
<p>43. The emotional support and trust from close friendships at work are important factors in my decision to stay or leave the company.</p> <p>การสนับสนุนทางอารมณ์และความไว้วางใจจากมิตรภาพที่ใกล้ชิดในที่ทำงานเป็นปัจจัยสำคัญในการตัดสินใจของฉันว่าจะอยู่ต่อหรือออกจากบริษัท</p>					
<p>44. The variety of skills used at work is an important factor in my decision to stay or leave the company.</p> <p>ความหลากหลายของทักษะที่ใช้ในการทำงานเป็นปัจจัยสำคัญในการตัดสินใจของฉันว่าจะอยู่หรือออกจากบริษัท</p>					
<p>45. Being able to complete a task from start to finish or seeing the outcomes or results of my work is an important factor in my decision to stay or leave the company.</p> <p>การสามารถทำงานให้เสร็จตั้งแต่ต้นจนจบ หรือการเห็นผลลัพธ์จากงานของตัวเอง</p> <p>เป็นปัจจัยสำคัญในการตัดสินใจของฉันว่าจะอยู่ต่อหรือออกจากบริษัท</p>					
<p>46. The significance of my work is an important factor in my decision to stay or leave the company.</p> <p>ความสำคัญของงานของฉันเป็นปัจจัยที่สำคัญในการตัดสินใจของฉันว่าจะอยู่ต่อหรือออกจากบริษัท</p>					

Thank you for completing the questionnaire.

ขอบคุณที่ร่วมตอบแบบสอบถาม



**BIODATA****First Name - Last Name:**

Eric Norcross

**Email:**

eric.norc@bu.ac.th

**Educational Background:**

Bachelor's Degree at Bond University

**Working Experience:**

Business owner