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**KANTHANUT SINSOMBOON**

Suan Sunandha Rajabhat University, Thailand

**SANSANEE JASUWAN**

Suan Sunandha Rajabhat University, Thailand

**FACTORS INFLUENCING THE RETENTION OF THE STAFF  
MEMBERS OF THE GRADUATE SCHOOL, SUAN SUNANDHA  
RAJABHAT UNIVERSITY, THAILAND**

**Abstract:**

This study aims to study the retention of the staff members of the Graduate School of Suan Sunandha Rajabhat University by examining the relationship between the staff members' satisfaction with the work and the retention of these staff members. This research was a quantitative research. The sample consisted of 40 staff members of the Graduate School. The study was carried out between September 2017 and July 2018. Data were collected via a mean of a questionnaire and analyzed with descriptive statistics including percentage, mean, standard deviation, Pearson's Correlation Coefficient, and multivariate statistics. According to the sample' profile, it was found that most of them were female (86.11 %), aged between 26-30 years old (48.14%), had worked for 3-4 years (4.52%). The research findings showed that overall, the staff members were satisfied with their work at the Graduate School. Their satisfaction was rated at a moderate level ( $\bar{x}=3.55$ ). When considering at each aspect of their satisfaction with their work, it was found that these staff were happy with their relationship in the organization and freedom at work. Moreover, this study concludes that the staff members' overall satisfaction with work had a relationship with their retention which was consistent with the research hypothesis. However, when examining at each aspect of their satisfaction, it was found that satisfaction on works, freedom at work, job characteristics, organization policies, and relationship within the organization had a positive relationship with their retention. Additionally, the staff's satisfaction on compensation and benefits had no relationship with their retention and commitment to the organization ( $\bar{x}=3.89$ ). The study also concluded that the staff's commitment to the organization could predict their retention by 24.3 percent.

**Keywords:**

Factors Influencing the Retention, Staff members of the Graduate School

**JEL Classification:** Y80

## Introduction

Since 1999, many universities in Thailand have become autonomous universities so that they could have independence and liberty in the management of their own people and in terms of academic development. With this new management system, the universities can determine policies on their human resource management including recruitment and selection of personnel and determination of the rate of salary and wages etc. These provide them with flexibility in selection of people who have high potential and ability to work for the organization.

In 2008, the Civil Service Act (2<sup>nd</sup> version) B.E. 2008 was issued and according to this act, a new position term of staff members of the university was determined which is 'university employee'. This term refers to people who work for the higher education institution based on their contracts. They will earn salary or incentives from the government budget or income of the university. These university employees can be divided into those who are administrators, lecturers and supporting staff. They will earn salary, incentives and benefits according to the regulations issued by the university which has to be approved by the university council.

Each university has its university council who will approve on the issuance of rules and relations including those involving human resource management of the university. This is to ensure that all personnel in the university will receive fair and equal treatment.

However, each university has its way to manage its personnel. Some universities have already become autonomous universities, while some are modifying their structure in order to be ready for being autonomous universities. Some universities still do not have clear policy in the management of human resource for the new system. Moreover, related government agencies do not force every university to become an autonomous university, instead they allow the universities to decide whether they would like to use the new system of management or not. With this reason, some universities still use two systems of human resource management – one based on the new system of being an autonomous university and another based on the old system which is a university under the supervision of the government. The marketing strategy of the foreigners. Return travel to Thailand again several times. The tourists are regulars is loyalty. Or with the impression Travel to Thailand. (Kevin Wongleedee, 2011).

The above mentioned situation has brought an interest to the researcher to study on the retention of staff members of the Graduate School of Suan Sunandha Rajabhat University, Thailand. The findings were expected to provide an insight on how to determine suggestions and policies for the development and management of human resource of the organization more efficiently.

## Research Objectives

This study aimed to study the retention of the staff members of the Graduate School of Suan Sunandha Rajabhat University by examining the relationship between the retention of the staff members and their demographic background, their job satisfaction, and their commitment to the organization.

## Scope of the Research

### *Scope on population*

The population of this research were the staff members of the Graduate School. At the time of the conducting this study, there were a total of 40 staff members.

### *Variables to be studied*

There were two groups of variables to be studied in this research:

1) Independent variables including:

- 1.1) the staff members' demographic background
- 1.2) Their job satisfaction
- 1.3) Their commitment of the organization

2) Dependent variable which is the retention of these staff at the university.

### *Scope of time period of study*

The study was carried out between September 2017 and July 2018.

## Research Methodology

This study was a quantitative research because it aimed to find a casual relationship between two variables. Specifically, it sought to examine the relationship between the retention of the staff members and their demographic background, their job satisfaction, and their commitment to the organization.

### *Population and sample*

The population of this research were staff members of the Graduate School of the university. As the size of sample was known and very small, only 40 staff members, all of them were selected as respondents of this study.

### *Data collection tool*

This study used a questionnaire as a main instrument for collecting the data. It was designed in a form of a close-ended questionnaire. The questionnaire was divided into four main parts. It was tested for its content validity and reliability before being used in a field study.

### *Data analysis*

Data were collected via a mean of a questionnaire and analyzed with descriptive statistics including percentage, mean, standard deviation, Pearson's Correlation Coefficient, and multivariate statistics

## **Research Findings**

Based on the data analysis, the following findings were identified:

1) The demographic background of the respondents – the study showed that all of the staff members had more than one year of working experience at the Graduate School. The average period of working at this organization was 3-4 years. The majority of them was female (96.88 percent). The average age was 40 years. Most of them were single (61.46 percent) and graduated with bachelor's degree (96.88 percent). The average income per month was 2 0,001-2 5,000 (32.29 percent). In terms of the relationship between the demographic background and the retention of these staff members, it was found that there was on relationship between them. This was not accordingly to the determined hypothesis.

In terms of the staff members' satisfaction at work, it was found that their satisfaction was rated at a moderate level ( $\bar{x}=3.55$ ). When considering at each aspect of their satisfaction with their work, it was found that these staff were happy with their relationship in the organization and freedom at work. Moreover, this study concluded that the staff members' overall satisfaction with work had a relationship with their retention which was consistent with the research hypothesis. However, when examining at each aspect of their satisfaction, it was found that satisfaction on works, freedom at work, job characteristics, organization policies, and relationship within the organization had a positive relationship with their retention. The details were shown in Table 1.

Table 1 Mean scores and standard deviation of the staff members' satisfaction at work

<b>Aspects of the staff members' satisfaction at work</b>	$\bar{x}$	<b>S.D.</b>
Relationship within the organization	3.89	.453
Freedom at work	3.83	.558
Job characteristics	3.41	.495
Organization policies	3.36	.613
Compensation and benefits	3.25	.630
<b>Total</b>	<b>3.55</b>	<b>0.55</b>

This study also found that the commitment to the organization of the staff members was high with a mean score of 3.88 (S.D. = .490). It also revealed that the staff members' commitment to the organization had a positive relationship with their retention at a moderate level which is consistent with the research hypothesis.

## Other Suggestions

This study suggests that:

- 1) There should be studies on other factors affecting the retention of the staff members such as organization environment, organization culture and leadership style.
- 2) Future studies should focus on the study of factors enabling a prediction on the staff members' retention. The results can be used for preventing and solving problems related to human resource management of the organization such as resignation of the staff members.
- 3) Other studies should be conducted on factors affecting the retention of staff members in other departments.

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