

Factors Affecting Employee Turnover Intentions of a Pharmaceutical Company in Ayutthaya Province

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ABSTRACT

The purposes of this research aimed to study the different levels of personal factors that have relationships with the employee turnover intentions of a pharmaceutical company in Ayutthaya Province and to study the job satisfaction and the organizational commitment factor affect the employee turnover intentions of a pharmaceutical company in Ayutthaya Province. This research was descriptive research. The samples of the research were the employees of a pharmaceutical company. The size of samples was 90. The questionnaires were used for conducting the research which was divided into 4 parts such as personal information, job satisfaction, organizational commitment and tendency for turnover intention. The independent sample t-test, ANOVA correlation and regression analysis were applied for statistical data analysis.

The research found that the personal factor such as gender, age, period of working had different level in turnover intention which was not at significant level, but educational factor of employee was at significant level. The employee who had higher education than bachelor degree had higher intention to turnover. The job satisfaction factor did not affect the

turnover intention of the employees. The organization commitment factor negatively affected the employee turnover intention of a pharmaceutical company in Ayutthaya Province.

KEYWORDS: Employee Turnover Intention, Job Satisfaction, Organization Commitment, Pharmaceutical Company, Ayutthaya Province

Introduction

Employee turnover intention was one of frequent problems in many companies. It really affects the human resources management and production department of the company (Allen, Shore, & Griffeth, 2003; Griffeth, Hom, & Gaertner, 2000; Zhang, 2016). The researcher was interested to study this problem in the drug manufactures. They have to produce quality products and recruit the high performance employees in the company. Drugs are very important for improvements in healthcare. Therefore, their employees in the industry must have in-depth knowledge about disease area and healthcare context. The drug manufacture must also find the best human resource management to satisfy the employees and make them happy. Then, the skillful labor would continue to work in the company for many years. The researcher selected a pharmaceutical company was one of the pharmaceutical manufactures which located in Rojana industrial Park 2, Ayutthaya Province as there were many high standard manufacture. This manufacture has produced the

medicines to treat the patients of Diabetes, Heart Disease, Hypertension, Asthma, Allergy, and Cataract for more than 60 years. The quantity of the medicine production had been continually increased to supply for the hospitals in the country. The growth rate increased 7.20% in the year 2017 and expecting to have the increasing in production volume more 5.00% in the year 2018.

Nevertheless, even this pharmaceutical company had continually grown but the company found that there was the problem of high rate turnover of the employee had been increasing since the year 2014. The rate of employee turnover showed in the annual report of the pharmaceutical company in the year 2014 had increased 10.15% as compared to the same time in the previous year. Bares (2017) shown also the data of total turnover rate by industry such as manufacturing and distribution, health-care, hospitality and etc., had increased from 16.70% to 17.80% in the year 2015 and 2016, respectively. The high rate of turnover trend had been noticed by the human resource manager to find out the reasons.

The resignation might have different factors for causes such as the working atmosphere, income, working satisfaction, working progress, organization commitment, organizational goodwill, relationship with colleagues and boss or company policy. In studies of Khan and Aleem (2014) had studied the factors such as Pay, Promotion, Job Safety and Security, Nature of the work that effect the job satisfaction level and that were the cause of turnover of employee's in the Autonomous Medical Health Institutions in the Pakistan. The main causes and factors of one company might be different from another company. The high rate employee turnover affected the cost of production and reduced the working efficiency. The increasing rate of turnover intentions may affects the reputation of company. It included the confidential and stability of employee who will work for the company.

Therefore, the prevention for losses from the turnover intention from the company is the main motivational factor to conduct this research. It is to study the fact about the organization that what are the main factors for employee turnover intention and what can be the solutions to prevent this problem in the company.

Purposes

The objectives of the study were to (1) To study the different levels of personal factors that have relationship with the employee turnover intentions of a pharmaceutical company in Ayutthaya Province, (2) To study the job satisfaction factor affects the employee turnover intentions of a pharmaceutical company in Ayutthaya Province and (3) To study factor affects the organizational commitment affects the employee turnover intentions of a pharmaceutical company in Ayutthaya Province.

Benefit of Research

The research was to indicate the important factors that have positive relationship and affect the turnover intension of the employees in the company. It was also to understand the relationship between the satisfaction and organization commitment with the turnover intension of the employees in the company.

This finding would help human resource department with the data that can be used to predict, plan and recruit the employees according to the situation. The company can improve and prevent the turnover intention of employees of the company in the future.

Literature Review

The literature review that concerned the research on factors affecting employee turnover intentions of a pharmaceutical company in Ayutthaya Province were mainly three factors. They were personal factors, job satisfaction and organizational commitment. The detail of literature reviews that related to each factors were as following:

Personal Factors and Employee Turnover Intention

Personal factors were the interrelated factors to the job satisfaction and turnover intention as in studies of (Griffeth et al., 2000; Mishral, 2013). Employee Turnover Intention was influenced by many factors including environmental and personal factors, income, communication with co-workers, nature and social status of the job, lack of role ambiguity, organizational prestige, promotion, job security, and physical job conditions (Weiss, 2002). Every factor had its own importance and which could not be neglected to study. The personal factors were sex, age, education and time of job. Hundera (2014) studied factors affecting academic staff turnover intentions and the moderately effect of gender and found that the levels of role stress and intention to leave is higher among female academic staff. The effect of role stress on job satisfaction and intention to leave is significantly stronger for

the female than the male. Moreover, overall job satisfaction had a significant effect on the commitment of both female and male academic staff though the effect is higher among female academic staff.

Job satisfaction and Employee Turnover Intention

There were many studied about Job satisfaction and Employee Turnover (Arthur, 1994; Baotham, Hongkhuntod, & Rattanajun, 2010; Kim, Wehbi, DelliFraine, & Brannon, 2013). In addition, Anwar and Shukur (2015) studied a Private Hospital in Erbil in Job Satisfaction and Employee Turnover Intention and found the correlation between job satisfaction factor as independent factor and turnover as dependent factor, the value of R for the Job satisfaction was 0.386 which indicated that turnover was a positive and weak correlation with turnover intention. The coefficients analysis for this study, the value Beta for turnover was $0.386 > 0.01$, which supported the research hypothesis. The study showed that there was a positive correlation between job satisfaction and employee turnover. Finally, on the turnover intentions of private hospital personnel in Erbil, most of them would quit in case if they have a better opportunities. It was similar to work of Pimthong (2012) that conducted the research about the antecedent factors correlated with the organization

retention of the university academic staffs. In his studies found that the level of overall structural equation model fit with $\chi^2 = 32.34$, $df = 37$ ($p=0.69$), SRMR = 0.01, RMSEA = 0.00, GFI = 0.99, CFI = 1.00, AGFI = 0.98 and $\chi^2/df = 0.874$. It showed that job satisfaction had a significant positive effect on organizational commitment and both of them had direct effect on the retention of university academic staff.

The research on an empirical study of autonomous medical institutions of Pakistan was conducted by Khan and Aleem (2014). The research found that employee turnover on the independent variables and the mediating variable job satisfaction. The results indicated that the beta of job satisfaction with pay was 0.250, the beta of employee turnover with pay was -0.027. It predicted that the job satisfaction was the mediating variable in the model. The job satisfaction had its significance with the pay, promotion, working conditions, nature of the work with the employee turnover.

In the book of Gruneberg (1979) on "*Understanding job satisfaction*" showed discussion about the work of Van Maanen and Katz who tried their best to do research on job satisfaction which involved a survey of some 4,400 individuals; those who left an occupation may well be different from those who stayed in terms of their satisfaction with

the job. Again, the turnover rate in different occupations was probably different so that measuring the responses of those who had lasted twenty-five years indifferent occupations was bound to be subject to distortion. Over the years the intake to different occupations might change in terms of cultural background. The findings also found that the job redesign which changes in the nature of the job itself probably affect job satisfaction and productivity.

Organizational Commitment and Employee Turnover Intention

Organizational Commitment was another important factor that could affect the turnover intention of the employees. In the studied of Cohen (1993) was the research on organizational commitment and turnover: a meta-analysis found that the commitment-turnover relationship was stronger when the interval between the measurement of commitment and organizational departure was short. It was significantly stronger when the interval was six months or less ($r = -0.35$) than when it was more than six months ($r = -0.22$). The relationship was significantly stronger in the early career stage ($r = -0.35$) than in the later stages ($r = -0.23$) when age was the career stage indicator. There was no significant difference between the two career stages when tenure was the indicator.

Pansrithum and Sakulku (2017) had studied the research on effects of job engagement, organizational commitment, job satisfaction on turnover intention in employee of state enterprise showed the results that the hypothesized model of the effects of job engagement, organizational commitment, and jobs satisfaction on turnover intentions fit the empirical data (GFI = 0.94, AGFI = 0.91, CFI = 0.89, RMSEA = 0.08). In addition, organizational commitment had direct effect on turnover intention and significantly predicted turnover intentions of the employee ($\beta = -0.72$) at 0.05 level.

There was also the research about turnover intention of the public company in Thailand. The research of Song (2016) was a study of factors influencing turnover intention of King Power Group at downtown area in Bangkok, Thailand found that the Pearson analysis showed that all P-value

among stress, experience, salary, leadership support, organization commitment, job satisfaction and turnover intention were equal to 0.000, which was less than 0.01 ($0.000 < 0.01$). Thus, there were relationships among stress, experience, salary, leadership support, organization commitment, job satisfaction and turnover intention at the 0.01 significance level.

Conceptual Framework

This research was based on the following conceptual framework. The literature review helped the researcher to emphasize the three main important factors such as personal factors, job satisfaction and organization commitment. They might affect the employee turnover intension of a pharmaceutical company in Ayutthaya Province as shown in figure 1.

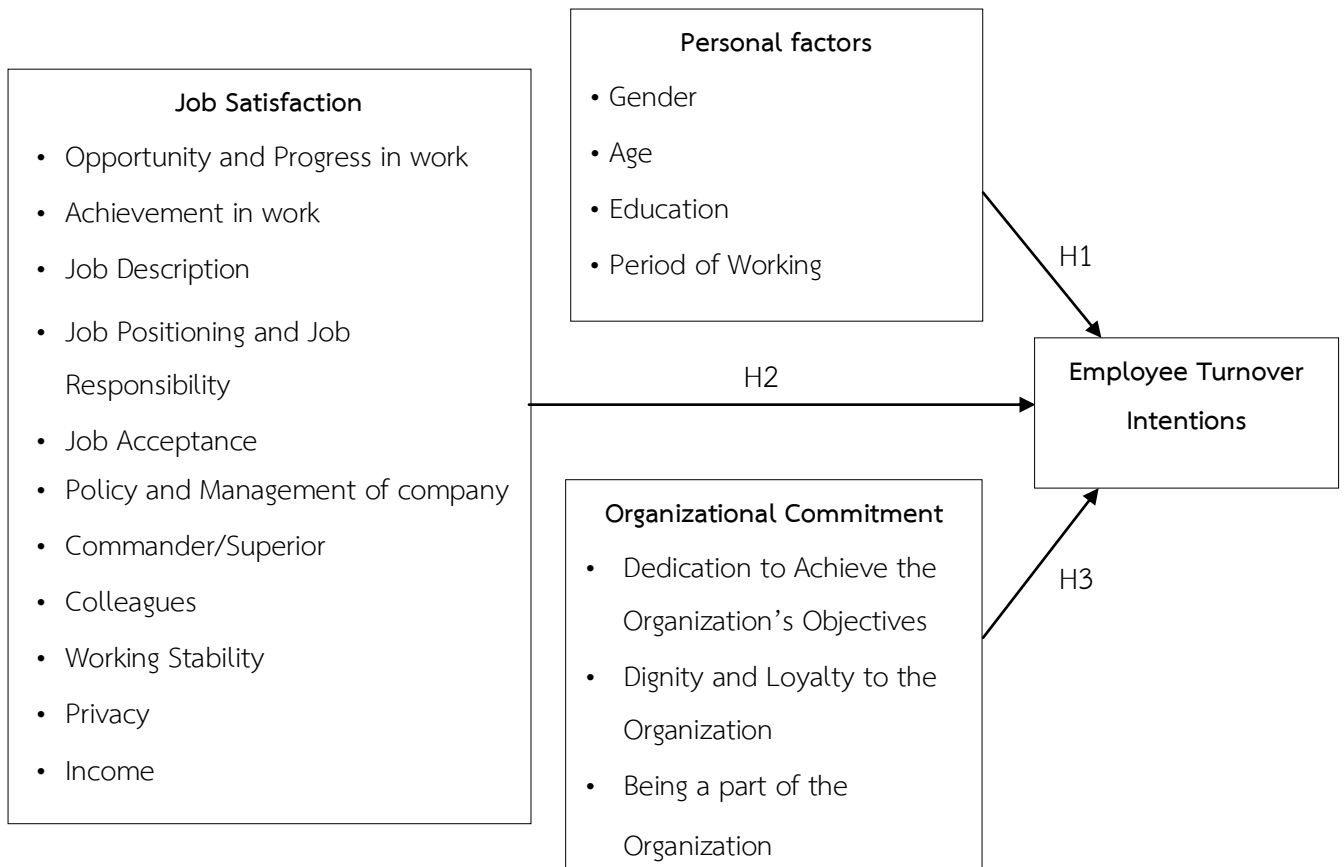


Figure 1 Conceptual Framework

Hypothesis

This research concentrated to study to find out the answer for the following hypothesis:

H1: Personal factor has a significant positive relation with the employee turnover intentions of a pharmaceutical company in Ayutthaya Province.

H2: Job satisfaction affects the employee turnover intentions of a pharmaceutical company in Ayutthaya Province.

H3: Organizational commitment affects the employee turnover intentions of a pharmaceutical company in Ayutthaya Province.

Research Methodology

The research on “Factors Affecting Employee Turnover Intentions of a Pharmaceutical Company in Ayutthaya Province” was descriptive research. This research was conducted only at one drug manufacture. It was located in Rojana Industrial Park 2,

Ayutthaya Province. There were 115 employees. The research timing was during 15 August to 15 November, 2017.

Population and Sample

The population for the research was the employees of this pharmaceutical company. The total employees were 115 persons. The researcher used the sampling formula of Taro Yamane (1973) to calculate the samples size with the confidence 95%. The samples of the research were 90 employees of this pharmaceutical company.

Questionnaire Development

The researcher designed the questionnaires according to research questions that concerning the employee turnover intention. The researcher had review the concerning literature and also discussed the topic with the human resource officers of the company to have the data to design the questionnaires. The questionnaires were consisted of 4 parts as Part I: Personal Information (4 questions), Part II: Job Satisfaction Questionnaires (54 questions), Part III: Organizational Commitment Questionnaires (12 Questions) and Part IV: Tendency for Turnover Intention Questionnaires (3 Questions). The questionnaires were given to the 90 employers and then collected for the statistical analysis.

The researcher had done the Index of Item Objective Congruence (IOC) with 2

professors and 1 manager of a pharmaceutical company to finalize the questionnaire to conduct the research. Every question was valued more than 0.5. The researcher did the reliability testing for the questionnaires with 30 samples. The Cronbach's Alpha was valued at 0.958.

The researcher used Likert Scale to measure the questionnaires. It is an interval scaling. The questionnaire was a closed-end question. There are 5 points ranking in the level of satisfaction as below:

Strongly agreed	5
Agreed	4
Uncertain	3
Disagreed	2
Strongly disagreed	1

The data analysis was using statistical formula of Pearson's Correlation and Regression Analysis to analysis the relationships and the affecting factors that affect the employee turnover intentions.

Findings

1. Personal Factors: There were including gender, age, education and working. The survey for data collection was conducting by demographical factors. The research found that majority of the employees were female with average of 52.20% and age was between 34-44 years

old with average of 46.70%. They had education background lower than the bachelor degree with average of 56.70%. Their working time period in the company was about 1-5 years with average 57.80%.

2. Job Satisfaction of a Pharmaceutical Company in Ayutthaya Province:

The employees of a pharmaceutical company in Ayutthaya Province had the level of satisfaction at moderate satisfied (Mean= 3.36, S.D.=0.596). The first rank of satisfaction was job description as per statistical value

at very satisfied level (Mean=3.64, S.D.=0.758). The second and third rank of satisfaction at very satisfied level were job position and responsibility as per statistical value (Mean=3.53, S.D.=0.746) and job achievement (Mean=3.53, S.D.=0.724), respectively. The last three moderately satisfied level ranking were the satisfaction for their income (Mean=3.00, S.D.=0.898) job opportunity and progress (Mean=3.04, S.D.=0.957) and the policies of the company and company management (Mean=3.16, S.D.=0.877).

Table 1 Levels of job satisfaction in a pharmaceutical company

Topics	Mean	S.D.	Level	Ranking
Job Opportunity and Progress	3.04	0.957	Moderately Satisfied	11
Job Achievement	3.53	0.724	Very Satisfied	3
Job Description	3.64	0.758	Very Satisfied	1
Job Position and Responsibility	3.53	0.746	Very Satisfied	2
Acceptance	3.50	0.883	Very Satisfied	5
Company Policy and Management	3.16	0.877	Moderately Satisfied	10
Supervision/Boss	3.52	0.727	Very Satisfied	4
Colleagues	3.30	0.787	Moderately Satisfied	8
Work Stability	3.46	0.825	Very Satisfied	6
Personal Life	3.25	0.909	Moderately Satisfied	9
Work Environment	3.42	0.723	Very Satisfied	7
Income	3.00	0.898	Moderately Satisfied	12
Total	3.36	0.596	Moderately Satisfied	

3. The organizational commitment of a pharmaceutical company in Ayutthaya Province:

The organizational employees commitment of a pharmaceutical company was at very satisfied level (Mean=3.66, S.D.=0.513).

Dignity and loyalty to the organization was the first rank (Mean=3.89, S.D.=0.618). The second one was dedication to achieve the organization's objectives rank (Mean= 3.74, S.D.=0.584). The third one was being a part of organization (Mean= 3.35, S.D.=0.752).

Table 2 The level of organizational employee commitment of a pharmaceutical company

Topics	Mean	S.D.	Level	Ranking
Dedication to Achieve the Organization's Objectives	3.74	0.584	Very Satisfied	2
Dignity and Loyalty to the Organization	3.89	0.618	Very Satisfied	1
Being a part of Organization	3.35	0.752	Moderately Satisfied	3
Total	3.66	0.513	Very Satisfied	

4. The employee turnover intention:

The data analysis showed that employee turnover intention of a pharmaceutical company was at low level

(Mean=2.34, S.D.=0.848). It meant that the employees were not willing to resign or turnover from the company.

Table 3 The employee turnover intention of a pharmaceutical company

Topic	Mean	S.D.	Level
The employee turnover intention of a pharmaceutical company	2.34	0.848	Low

Statistical Analysis

1. Personal Factor Data Analysis

Furthermore, the result of personal factors that affected the employee's turnover intention of a pharmaceutical company in Ayutthaya Province showed in table 4 to table 8. The gender statistical analysis value was $F=0.590$: $p\text{-value}>0.05$

and $t=-0.039$. The p -value was at 0.969. This meant that male and female had equally variable. There was no difference between male and female. It meant that gender did not have relation with the employee turnover intention of a pharmaceutical company in Ayutthaya Province showed in the table 4.

Table 4 The comparison of mean differences of employee turnover intention and sex

Sex	n	\bar{X}	S.D.	d.f.	t	p-value
Male	43	2.33	0.888	88	-0.039	0.969
Female	47	2.34	0.820			

Note: N=90

Table 5 ANOVA analysis of age, education and period of working factors that affecting the employee turnover intentions of a pharmaceutical company

		Sum of Squares	df	Mean Square	F	p-value
Age	Between Groups	0.375	3	0.125	0.169	0.917
	Within Groups	63.734	86	0.741		
	Total	64.110	89			
Education	Between Groups	8.183	2	4.091	6.364	0.003*
	Within Groups	55.927	87	0.643		
	Total	64.110	89			
Period of Working	Between Groups	5.039	4	1.260	1.813	0.134
	Within Groups	59.071	85	0.695		
	Total	64.110	89			

Note: *Significant value level < 0.05

Table 6 Multiple comparisons by least significant difference (LSD) of employee turnover intentions and age

(I)Age	(J)Age	Mean Difference(I-J)	p-value
18-34	35-44	0.099	0.603
35-44	45-60	-0.003	0.993
45-60	18-34	-0.097	0.761

The result of age statistical value was shown in table 6 and table 8. In table 8 the statistical value was $F=0.169$; $p\text{-value}>0.05$. This meant age did not have relation the employee turnover intentions. The comparison between different age group was also not at significant value ($p=>0.05$).

The education statistical analysis value was shown in table 7 and table 8 which

had value as $F=6.364$; $p\text{-value}<0.05$. This meant education had relation the employee turnover intention. In comparison the result found that the higher education than bachelor degree had more intention to turnover as compared to the lower than bachelor degree than bachelor degree ($p=0.003$). The mean difference was 0.872.

Table 7 Multiple comparisons by least significant difference (LSD) of employee turnover intentions and education

(I)Education	(J)Education	Mean Difference(I-J)	p-value
Lower than Bachelor Degree	Bachelor Degree	-0.475*	0.012
Bachelor degree	Higher than Bachelor Degree	-0.396	0.197
Higher than Bachelor Degree	Lower than Bachelor Degree	0.872*	0.003

Note: *Significant value level < 0.05

Table 8 Multiple comparisons by least significant difference (LSD) of employee turnover intentions and period of working

(I)Period of Working	(J)Period of Working	Mean Difference(I-J)	p-value
Less than 1 year	1-5 years	-0.051	0.906
	6-10 years	0.112	0.804
	11-20 years	0.542	0.292
	More than 20 years	0.972	0.130
1-5 years	6-10 years	0.164	0.435
	11-20 years	0.593	0.065
	More than 20 years	1.024*	0.042
6-10 years	11-20 years	0.429	0.213
	More than 20 years	0.860	0.097
11-20 years	More than 20 years	0.431	0.448

Note: *Significant value level < 0.05

Lastly, the period of working that concerned on how long the employee had been working in a pharmaceutical company in Ayutthaya Province. Table 7 and table 8 showed the statistical analysis as $F=1.813$ and p -value was 0.134 which meant it was more than 0.05. The period of working did

not have relation with the employee turnover intention of a pharmaceutical company in Ayutthaya Province. The multiple comparison shown that the comparison between period of working 1-5 years group and more than 20 years group was at significant level (p -value=0.042). Mean difference was 1.024.

Table 9 The correlation analysis of the factors that affecting the employee turnover intentions of a pharmaceutical company (n = 90)

Variables	Tendency of Employee's Turnover Intention		
		Job Satisfaction	Organizational Commitment
Tendency of Employee's Turnover Intention		1	
Job Satisfaction	r	-0.196	1
	p-value	0.064	.
Organizational Commitment	r	-0.317**	0.546**
	p-value	0.002	0.000

Note : **Correlation is significant level < 0.05 level (2-tailed)

2. Job Satisfaction Data Analysis

The Pearson correlation analysis in table 9 showed that job satisfaction factor had negative relationship with the employee turnover intention of a pharmaceutical company. The Pearson co-efficiency was -0.196 and p -value was > 0.05. It meant that the job satisfaction did not have positive relationship with the employee turnover intention of a pharmaceutical company.

3. Organizational Commitment

The Pearson correlation analysis in table 9 showed that the organizational commitment factor had negatively related with the employee turnover intentions in a pharmaceutical company. P -value was equal to 0.002. It indicated that the organizational employees commitment had negative relationship with turnover intention of employees at the middle level ($r=-0.317$).

On the other value of Pearson Correlation Analysis was the relationship between the organizational commitment factor and job satisfaction factor. It had p-value at 0.000 but the Pearson co-efficiency

was 0.546 (p-value= <0.05). It was at significant level. This meant that there was relationship of two variables between the organizational commitment factor and job satisfaction factor.

Table 10 Regression analysis on the job satisfaction factors, organizational employee commitment factors that affecting the employee turnover intentions of a pharmaceutical company

Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	p-value
Job Satisfaction Organization Commitment	0.317	0.101	0.090	0.80947	9.841	0.002

Regression Analysis

The table 10 showed the result that the organization commitment factors had significant level at 0.002 (p-value <0.05) and it could predict the factors that affecting the employee turnover intentions of a pharmaceutical company ($R^2=0.101$ and adjusted $R^2=0.090$). The job satisfaction could

explain the variable factors that affecting the employee turnover intentions of a pharmaceutical company factor did not have significant value. This meant the only organization commitment factors could predict the factors that affecting the employee turnover intentions of a pharmaceutical company in Ayutthaya Province 10.10%.

Table 11 The coefficients values, beta and the regression analysis of the factors that affecting the employee turnover intentions of a pharmaceutical company

Independent Variables	Unstandardized Coefficients		Standardized Coefficients		p-value
	b	Std. Error	Beta	t	
Organization Commitment	-0.524	0.167	-0.317	-3.137	0.002
(Constant)	4.256	0.618		6.890	0.000

Note: Dependent Variable: Employee Turnover Intention
Predictors: (Constant) Organizational Commitment

The table 11 showed that the organization commitment factors had unstandardized b value at -0.524 ($\beta = -0.317$, $p\text{-value} < 0.05$) in the coefficients analysis. This meant that the lesser value in organization commitment factors will increase the employee turnover intentions of a pharmaceutical company. The job satisfaction factor was in the excluded variables which had significant level at 0.792 and collinearity statistics tolerance value at 0.702. This meant the job satisfaction factor did not affect the employee turnover intentions of a pharmaceutical company. The equation was \hat{Y} the employee turnover intentions of a pharmaceutical company = $4.256 - 0.524X_1$. Therefore, the finding could answer the hypothesis as below:

1. The hypothesis 1 was rejected. The finding indicated that the personal factors did not have a significant positive relationship with the employee turnover intentions of a pharmaceutical company in Ayutthaya Province.
2. The hypothesis 2 was rejected. The finding indicated that the job satisfaction did not affect the employee turnover intentions of a pharmaceutical company in Ayutthaya Province.
3. The hypothesis 3 was accepted. The finding indicated the significant statistics analysis data that the organizational commitment factor had a significant negative affect on the employee turnover intentions of a pharmaceutical company in Ayutthaya Province ($r = -0.317$, $R^2 = 0.101$, $\beta = -0.317$, $Sig = 0.002$).

Discussion

The result on this research found that age group was similar to the research of Verma and Chaurasia (2016). The average age group was around 30 to 40 who worked in the company. There were different in gender as male were 99.00% and education background with graduation degree with average 58.00% in small scale industries in India but in this research, male was on average 47.80% only. The education background was lower than the bachelor degree with average of 56.70%.

The result showed that job satisfaction had negative relationship with employee turnover intention. The result was similar with the research of Saeed, Waseem, Sikander, and Rizwan (2014) on "The relationship of Turnover intention with job satisfaction, job performance, Leader member exchange, Emotional intelligence and organizational commitment" had found that job satisfaction, job performance and leader membership exchange had a direct negative influence on the turnover intention. The result was opposite with the research of Anwar and Shukur (2015) on the correlation between job satisfaction factor as independent factor and turnover as dependent factor, the value of R for the job satisfaction was 0.386 which indicated that turnover was a positive and weak correlation with turnover intention. The study showed that there was a positive

correlation between job satisfaction and employee turnover. In the work of Song (2016) found that job satisfaction had also a very high positive correlation with turnover intention, the correlation value was 0.822. Finally, most of employee would quit in case if they had a better opportunities. Another work of Yamazakia and Petchdee (2015) on turnover intention, organizational commitment, and specific job satisfaction among production employees in Thailand showed that the specific job satisfaction facet of supervision tends to be a direct determinant of turnover intention, while the two facets of personal development and human resources policy were likely to be an indirect determinant mediated by organizational commitment.

The result indicated that the organizational commitment had negative relationship with turnover intention of employees at the middle level ($r = 0.317$) and showed p-value was equal to 0.002. It was supported with the work of Song (2016) that there was a weak relationship between organization commitment and turnover intention. The correlation coefficient value in his work was equal to 0.328. But, it was opposite in the research of Pansrithum and Sakulku (2017) which was the research on effects of job engagement, organizational commitment, job satisfaction on turnover intention in employee of state enterprise. It showed the results that

organizational commitment had direct effect on turnover intention and significantly predicted turnover intentions of the employee ($\beta = -0.72$) at 0.05 level. Beer, Eisenstats, and Foote (2009) advised that the company would have high commitment and high performance if the company has developed three organizational pillars were 1) Performance alignment, 2) Psychological alignment and 3) Capacity for learning and change. High commitment and high performance would help the company to have skill employees in the company. Skill employees would get more income and reduce the turnover intention in the company.

There were many more other factors affecting employee turnover as in the work of Verma and Chaurasia (2016) which the other factors were work stress, fringe and welfare, involvement in decision making, training program, top management's appreciation, job security and fair compensation. In the work of Sinha and Shukla (2013) found that more than 80.00% of the main causes to turnover were overall work stress, working hours, and fluctuating targets of the pharmaceutical sector in Dehradun city. The research could also study furthermore about the factors that affecting employee turnover intension of the company in other aspect and factors such as job insecurity, retirement benefit, health insurance and workload which were

mentioned in the work of Alam (2012). The result could be varied from one company to another company.

Conclusion

The research found that the educational factor of employee had positive relationship with the turnover intention of the employees. The employee who had higher education than bachelor degree had high intention to turnover. The job satisfaction did not have positive relationship and did not affect the turnover intention of the employees. The organization commitment has negatively related the turnover intention of the employees at medium level ($r=-0.317$). But the organization commitment factor negatively affected the turnover intention of the employees ($r=-0.317$, $R^2=0.101$, $\beta=-0.317$, $\text{Sig}=0.002$).

The limitation of this research was that this pharmaceutical company had very less number of employees. Some department had only 1 or 2 employees. That is why some data was not covered in the research such as the job responsibility and the income. The satisfaction of the employees with income was at lowest level.

Recommendation

The research findings might encourage the companies to make the further research

on their own company with other factors that can affect employee turnover intentions such as new motivator, hygiene factor, work environment factor and technology support factor. It is very important for the companies who face this problem to understand the main factors. So the company can find the solution to solve the problems of employees' turnover intention. It will help to increase levels of job satisfaction and organization commitment to keep the employees work for longtime in the company.

The different industrial sectors may have different factors like dangerous job and risky job. The company must try to keep the employee turnover at low rate as it can reduce the cost of production and increase the working efficiency of the company.

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