



## Why Do Employees Want to Resign? Investigating Factors Influencing Turnover Intention: Evidence from the Beverage Company in Thailand

Khwanruedee Ponchaitiwat<sup>a</sup> Sanisa Wannatham<sup>b</sup> & Anchalee Kokanuch<sup>c\*</sup>

<sup>a</sup> Faculty of Business and Accountancy, Khon Kaen University, Khon Kaen, 40002 Thailand

<sup>b</sup> Independent researcher, Khon Kaen Province, Khon Kaen, 40002 Thailand

<sup>c</sup> Faculty of Management Science, Loei Rajabhat University, Loei, 42000 Thailand

### Article info

#### Article history:

Received: 2 May 2024

Revised: 18 October 2024

Accepted: 26 March 2025

#### Keywords:

Turnover intention, Compensation and benefits, Supervisor support

### Abstract

This study examines how work enjoyment, the physical work environment, compensation and benefits, coworker support, supervisor support, and career growth opportunities influence employee turnover intention in the Thai beverage industry. Data were collected from 117 employees, and multiple regression analysis was used to test the hypotheses. The findings show that only compensation and benefits, as well as supervisor support, have significant negative effects on turnover intention. Interestingly, career growth opportunities were positively associated with turnover intention. These results suggest the need for organizations to align compensation practices and supervisory support with employee expectations in order to reduce turnover. The study offers insights into employee attitudes and their implications for organizational commitment, and it also outlines directions for future research.

### Introduction

The recent research on the repercussions of employee resignations within organizations indicates that such departures lead to the loss of experienced and skilled personnel, resulting in decreased organizational productivity and diminished output quality. The heightened production costs are attributed to the inexperience of new employees, causing a reduction in public trust, among other factors (Taye & Getnet, 2020). Similarly, research related to the impacts of workforce resignations under project operations and personal and group-level performance improvements concludes that employee turnover affects various aspects of the organization. This includes diminished organizational

credibility, losses in estimated training resources for new labor, crises in workforce expertise, production process issues, delays in production due to labor constraints, overflowing workloads for remaining employees, and frontline managers prioritizing immediate problem-solving over long-term planning (Pascoe et al., 2021). The significant impact of employee turnover on businesses. It highlights the substantial financial implications, with turnover costing employers 33% of an employee's annual salary, mainly attributed to the expenses associated with hiring replacements. Moreover, the various direct costs, including recruitment fees, interview expenses, post-interview costs, and direct employment costs. Additionally, the hidden costs and

\* Corresponding Author  
e-mail: [anchalee.kok@lru.ac.th](mailto:anchalee.kok@lru.ac.th)

adverse effects of turnover on workplace dynamics, such as increased workloads for existing employees, potential damage to morale, and the importance of maintaining a positive and fun workplace (Hall, 2019).

An analysis of scholarly interest in turnover intention conducted over a 10-year period identified 3,414 published articles on the topic (Norizan et al., 2023). Notably, the highest levels of academic engagement originated from institutions in Malaysia, South Korea, China, the United States, and Pakistan. This sustained interest reflects the critical relevance of turnover intention to organizational outcomes. Prior research focused on turnover intention and stems from its substantial and multidimensional impact on organizational effectiveness. Studies have demonstrated that turnover intention influences financial performance, operational efficiency, corporate culture, employee well-being, team cohesion, and human resource management strategies. As such, turnover intention is not merely an individual-level phenomenon but a strategic concern that shapes broader organizational dynamics. Investigating turnover intention allows for the development and implementation of evidence-based practices that enhance employee retention and foster organizational resilience. Prior research has explored this issue across a range of sectors (e.g., Abouraira & Othman, 2017; Kim & Hyun, 2017; Tetteh et al., 2022). However, there remains a need to examine turnover intention specifically within the beverage industry, where limited attention has been given to understanding employee retention challenges. Given the potential costs associated with high turnover rates—both at the organizational and national economic levels—further investigation in this sector is both timely and necessary. The researchers conducted a comprehensive analysis of data from a beverage company in Thailand, focusing specifically on employee turnover. The investigation revealed that the rate of voluntary resignations was higher than that of terminations. Various patterns of resignations emerged, including those following company regulations and those deviating from them. These deviations included cases where employees left abruptly without prior notice and instances of consecutive unauthorized absences lasting more than three days, leading to termination. Using a framework of social exchange theory, this had significant repercussions, resulting in the loss of skilled workers, and negatively impacting production. Therefore, the researchers formulated research questions addressing work enjoyment, physical work environment, compensation

and benefits, coworker support, supervisor support, and career growth opportunities influencing employee turnover intentions. Additionally, this study examined the factors that impact turnover intention. The outcomes of this research will provide suggestions and insights for the beverage industry, enabling them to formulate effective internal human resource strategies. Furthermore, the findings will serve to enlighten other businesses about the perspectives of their employees and contribute essential data for shaping policies related to factors influencing future employee resignations.

## Objective

The objective is to examine factors that impact turnover intention, including work enjoyment, physical work environment, compensation and benefits, coworker support, supervisor support, and career growth opportunity.

## Literature Review

In this research, the researchers have conducted a review of concepts, theories, and research literature related to turnover intention and factors influencing the intention to resign, as follows:

### 1. Social Exchange Theory

The theoretical underpinning of this research is grounded in Blau's (1964) Social Exchange Theory, a widely employed framework for investigating diverse organizational relationships, spanning from those between supervisors and employees to employees and their coworkers and encompassing the relationship of employees with the organization itself. Initially, it emphasizes the roles of leaders and subordinates, where leaders exhibit behaviors towards their employees, both positive and negative, to achieve goals. When employees perceive and reciprocate behaviors stimulated by their leaders, it reflects subordinates' attitudes, leading to behavioral patterns between them. In broad terms, Cropanzano & Mitchell (2005) stated that a sequence of successful reciprocal exchanges has the potential to elevate an economic exchange relationship into a high-quality social exchange dynamic. This transformation can lead individuals to develop emotional commitment towards organizations, fostering greater trust and mutual support. However, relatively less attention has been dedicated to understanding relationship formation, particularly in cases where subordinates are subjected to poor treatment. In this research, the social exchange perspective helps to address the employee turnover intention. If employees find benefits in exchanges, they

will likely maintain relationships with the exchange. They do not leave the organization (Flint et al., 2013). Therefore, when employees perceive they do not have support from the organization, manager, or co-workers, they are likely to withdraw from future exchanges and leave the organization.

## 2. Turnover intention

Turnover intention refers to the process where an employee desires to terminate their employment, possibly after a period of contemplation, to explore new job opportunities. It culminates in the act of ending the employment relationship within an organization. From the literature review, it is evident that resignation is an employee behavior stemming from intention, which can manifest in two significant forms: voluntary resignation, where an employee decides to leave immediately without waiting for alternative opportunities, and involuntary resignation, where the departure is predetermined (Abouraija & Othman, 2017). To understand the development of turnover intention, many researchers have shown factors that antecedent it. Such as the study by Lin et al. (2017) that emphasizes the effect of compensation on turnover intention. Additionally, turnover intention is reduced when employees are motivated by intrinsic and extrinsic factors (such as compensation, cooperation and relationships with supervisors and coworkers, and work environment) in the form of satisfaction (Abouraija & Othman, 2017).

## 3. Factors that impact the turnover intention

### 3.1 Work enjoyment

Work enjoyment refers to the positive emotional experience and satisfaction that individuals derive from their work activities, particularly when their tasks align with their strengths, abilities, and interests. It encompasses the fulfillment and engagement that arise from successfully performing challenging tasks that utilize one's skills and competencies. Work enjoyment is similar to the love of work or job satisfaction because work that is good at, challenging, and satisfaction with the nature of the work itself (Ahmad, 2018). A previous study found that interesting job content is necessary for employee retention (Sheehan et al., 2019). Thus, the turnover intention is erosive by the interestingness of the job content and work satisfaction. Based on the literature review conducted, the researchers can hypothesize the following:

*H1: Work enjoyment negatively impacts turnover intention.*

### 3.2 Physical work environment

Physical work environment refers to various aspects related to work, including job safety, air quality, workplace temperature, and work facilities. This aligns with literature reviews that identify key components related to the work environment under the organizational context associated with production, such as job safety, workplace temperature, air quality, odor, and chemicals (Kobratanasawat & Thaweepaiboonwong, 2019). In today's workplace, the principles of social exchange theory are evident in the dynamic exchange of resources between employers and employees. The dynamics of psychological contracts in today's workplace diverge significantly from those of the past. Traditionally, employees were expected to demonstrate diligence and commitment in exchange for equitable treatment and job security. However, employers often struggle to guarantee such security in the contemporary workplace. Merely fulfilling basic obligations, such as timely salary payments and respectful conduct, is no longer sufficient. Employers are now tasked with understanding their employees' needs, values, and cultural backgrounds to empower them and offer a broader spectrum of rewards, which may extend to their personal lives. Furthermore, the concept of psychological contracts intersects with the broader fit issue. According to the Person-Environment fit (P-E fit) framework, a critical determinant of organizational and employee well-being is the alignment between employee attributes—such as knowledge, values, skills, aspirations, and needs—and workplace characteristics, including job demands, resources, and rewards. This emphasis on fit underscores its importance for organizational effectiveness and employee satisfaction. However, achieving this alignment has become increasingly challenging due to various complicating factors (Chernyak-Hai & Rabenu, 2018). Furthermore, research on work environment variables is identified as a factor influencing the reduction of job resignation rates (Apriani & Siregar, 2023), consistent with the findings of Lee et al. (2012), indicating that the work environment has an impact on the intention to resign. Therefore, the researchers can hypothesize the following:

*H2: The physical work environment negatively impacts turnover intention.*

### 3.3 Compensation and benefits

The social exchange theory suggests that interactions between employers and employees encompass both psychological and economic exchanges. Psychological interactions involve the exchange of intrinsic or soft

rewards, such as personal reputation and relationships with significant others, where satisfaction arises from receiving fair rewards for efforts within the social interaction process. Conversely, economic interactions entail exchanges of extrinsic or hard rewards, such as financial compensation, promotion opportunities, and other workplace benefits (Harden et al., 2018). These economic exchanges are reflected in compensation and benefits obtained from employment, which may comprise monetary and non-monetary compensation forms. Offering competitive compensation and salaries can attract highly skilled and exceptional employees, thereby fostering employee retention within an organization. Professionals often seek enhanced job rewards and are inclined to select organizations that provide superior compensation packages. The findings from investigations into factors influencing resignation intentions corroborate that compensation and benefits significantly impact turnover intentions (Farooq et al., 2022), consistent with research indicating that compensation has a negative effect on the intention to resign (Boonsititomachai et al., 2021), and aligning with the findings of studies on technology experts' intention to resign, which highlight that compensation and benefits adversely affect employees' intention to resign (Harden et al., 2018). So, the current research supports and agrees with these earlier findings regarding the impact of compensation and benefits on employees' turnover intention. Drawing from the pieces of literature and research findings, the researchers can propose the following hypothesis:

*H3: Compensation and benefits negatively impact turnover intention.*

#### 3.4 Coworker support

Coworker support refers to the depth of involvement, commitment, and connection that employees establish with their peers within an organization. This engagement extends to the perception of being part of a team and a shared unity in work. It reflects the extent to which individuals feel a sense of belonging, shared identity, and collective purpose within their work groups (Naufer & Kumar, 2020). Beyond mere interactions or surface-level connections, colleague engagement entails active participation and collaboration among employees to achieve shared goals and cultivate a sense of belonging and community in the workplace. The social exchange theory serves as a foundational theory for understanding relationships with colleagues. In social exchange, reciprocity fosters an equitable trade relationship that seeks to maximize benefits while minimizing losses.

Negotiating rules are established to facilitate mutually beneficial arrangements, ensuring fairness in duties and obligations. Additionally, altruism rules govern interactions, emphasizing the pursuit of benefits from others, even if it entails personal costs (Panitvitidkun et al., 2024). In summary, the social exchange theory encompasses critical aspects such as reciprocity, rewards and costs, comparison level, and equity (Ahmad et al., 2023). In addition, research findings confirm that colleague commitment affects employee turnover (Naufer & Kumar, 2020), as emphasized by the study of Hussain and Xian (2019), which highlights that strong working relationships contribute to job satisfaction, fostering a positive work atmosphere, and enhancing overall happiness at work. Given the substantial amount of time employees spend together in the workplace, positive relationships with colleagues can lead to a lower rate of job resignations. Based on the theoretical review and related research findings, the researchers can hypothesize the following:

*H4: Coworker support negatively impacts turnover intention.*

#### 3.5 Supervisor support

Supervisor support refers to the collaborative process of working together with managers or supervisors within an organization to achieve common goals, resolve challenges, and make informed decisions. This approach emphasizes active participation and engagement from both managers and employees, aiming to enhance organizational performance, productivity, and overall success. Within this collaborative framework, managers and employees exchange information, resources, and expertise to address obstacles and leverage opportunities effectively. Such collaboration fosters open communication, trust, and mutual respect among team members, transcending hierarchical boundaries. It encourages exchanging ideas, feedback, and constructive criticism to drive innovation, streamline processes, and attain shared objectives.

This collaborative relationship is grounded in Leader-Member Exchange (LMX), emphasizing the significance of mutual respect, reciprocal assistance, and mutually beneficial relationships (Chunkrasian, 2022). Scholars have further argued that high-quality leader-member exchange reflects a social exchange dynamic between supervisors and subordinates, forming the cornerstone of the social exchange model of LMX. This model suggests that supervisor-subordinate relationships exist on a continuum, with economic

exchange relationships at one end characterized by transactional, quid pro quo interactions. Conversely, high-quality LMX relationships embody social exchange principles, prioritizing mutual support and trust over immediate self-interest (Walumbwa et al., 2011). Over time, these relationships evolve into clear partnerships marked by preferences, goodwill, collaborative problem-solving, and capabilities recognition, resulting in consistent performance levels (Pojsupap et al., 2019). Additionally, previous research findings have indicated that receiving support from supervisors reduces job turnover rates (Boonsititomachai et al., 2021). Moreover, this relationship plays an important role in employee outcomes; if employees perceive that their supervisor cares for their well-being, they will stay in the organization; that is, supervisor support is negatively associated with employee turnover intentions (Pattnaik & Panda, 2020). Drawing upon theoretical insights and empirical research, the researchers can formulate the following hypothesis:

*H5: Supervisor support negatively impacts turnover intention.*

### 3.6 Career growth opportunity

Career growth opportunity encompass the planning of career development paths within the organization's personnel development policy, which involves employees demonstrating developmental behaviors and participating in training programs with the aim of advancing and stabilizing their job roles. According to social exchange theory, when the resources provided by the organization, such as opportunities for career growth, align with the needs of its members—encompassing rights, economic benefits, and emotional satisfaction derived from enhancing professional competence, job advancement, and salary increments—individual members develop a sense of obligation towards the organization. This fosters a positive feedback loop, prompting individuals to reciprocate and reward the organization. Essentially, adjusting the engagement levels of individual members represents a common strategy in practice to facilitate their recognition and reward contributions to the organization (Liu et al., 2016). Furthermore, the foundational theory for creating opportunities and advancement in this context is Super's Life-Span, Life-Space Theory, specifically emphasizing the aspect related to Super's life space, which underscores social positions and roles. Beyond the current situation, it also places importance on the perspective of future social positions and roles. The theory suggests a connection between expectations and current performance that will

impact the future. Employees' individual efforts to create their advancement paths under different contexts involve varying factors that push and pull, as found in research where job advancement is identified as one external factor influencing employees' intentions to resign (Hunt & Rhodes, 2021). Moreover, the result of career development towards turnover intention indicates that career development negatively impacts turnover intention (Dewi & Nurhayati, 2021). Drawing from the literature review mentioned, the researchers can formulate the following hypothesis:

*H6: Career growth opportunity negatively impact turnover intention.*

Based on the preliminary literature review, the researchers have outlined the research framework. The independent variables include factors influencing the turnover intention, namely work enjoyment, physical work environment, compensation and benefits, coworker support, supervisor support, and career growth opportunity. As shown in Figure 1.

### Conceptual framework

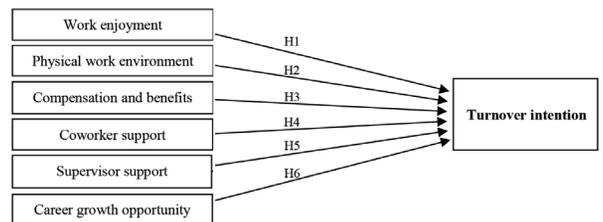


Figure 1 Conceptual framework

### Research Methodology

#### 1. Population and Sample

Employees of the beverage company in the northeastern region of Thailand are the sample. Northeastern Thailand's beverage company is among Asia's major beverage companies, with information on turnover of 158, 185, 117, and 192 employees leaving the company from 2018 to 2021, respectively. The real reason for the employee's resignation is unknown, causing regular problems. High turnover intention poses considerable costs to organizations and national economies.

#### 2. Research Instrument

The research tools used for data collection include a questionnaire divided into three parts:

Part 1: Consisted of a questionnaire related to personal information such as gender, age, education

level, average monthly income, and duration of employment. The questionnaire is designed as a checklist with data measurement levels in nominal and ordinal scales.

Part 2: Included a questionnaire about the turnover intention (TIN), comprising five questions: the desire to resign, seeking a new job, resigning immediately upon finding a new job, the need for working in the same industry, and the belief that getting a new job will lead to success. The questionnaire is in a rating scale format with five levels of agreement: strongly agree, agree, neutral, disagree, and strongly disagree.

Part 3: Consisted of a questionnaire about factors influencing the intention to resign, encompassing six variables: work enjoyment, physical work environment, compensation and benefits, coworker support, supervisor support, and career growth opportunity. The questionnaire follows a rating scale format with five levels of agreement: strongly agree, agree, neutral, disagree, and strongly disagree. Details of these variables are provided:

*Work enjoyment (WEN)*: Work enjoyment consists of questions such as whether the work is in line with one's strengths, the ability to perform tasks to the fullest, challenging tasks that are not boring, and an appropriate workload.

*Physical work environment (PWE)*: This section covers questions on ventilation, safety, and convenience amenities in the workplace.

*Compensation and benefits (COB)*: This section addresses questions on the adequacy of salary for living expenses, appropriateness of welfare policies, and appropriateness of received rewards.

*Coworker support (COS)*: This section includes questions on receiving cooperation in job performance, receiving assistance when encountering work-related problems, perception of being part of the team, and unity in work.

*Supervisor support (SUS)*: This section comprises questions on willingness to listen to feedback, perception of fairness, perception of leadership, and receiving advice and suggestions in the workplace.

*Career growth opportunity (CGO)*: This section explores training opportunities, clarity of career advancement policies, opportunities for promotion, and satisfaction with career progression.

Formulating the questionnaire involves examining secondary data derived from concepts and relevant research to precisely delineate the research scope, terminology, and key indicators. Following this,

the developed questionnaire undergoes scrutiny by experts for content validity, facilitating a comprehensive review, verification, and provision of recommendations for enhancements to ensure clarity and alignment with the research objectives. Subsequently, the questionnaire is tested with a sample group possessing similar job characteristics, comprising 30 sets. The collected data undergoes analysis to ascertain the tool's reliability using Cronbach's Alpha Coefficient. The test outcomes reveal that the Cronbach's Alpha Coefficient for the questionnaire falls within the range of 0.734 to 0.913, surpassing the threshold of 0.700. This indicates that the questionnaire is dependable and meets acceptable standards (Hair et al., 2019).

### 3. Data Collection

Data were collected from a target population of 155 individuals across operational and office divisions who consented to participate in the study. A total of 117 completed questionnaires were returned, yielding a response rate of 75.48%.

### 4. Data Analysis

This study employs statistical methods such as percentages, means, and standard deviations for data analysis. For hypothesis testing, Multiple Regression analysis is used to examine the relationship between a dependent variable and multiple independent variables. The analysis supports understanding of the extent to which each variable impacts the dependent variable and how these variables collectively explain the outcomes.

Additionally, due to the presence of more than one independent variable in this research, the researchers conducted a Variance Inflation Factor (VIF) analysis. VIF is an indicator of multicollinearity, a phenomenon that occurs when independent variables in a statistical model are highly correlated, leading to issues in parameter estimation and unreliable statistical test results. In this research, the VIF ranges from 1.585 to 3.054, a VIF value not exceeding 10 is considered acceptable, indicating that the independent variables do not exhibit high multicollinearity (Gujarati & Porter, 2009; Hair et al., 2019).

## Results

The research results found that the majority of respondents were male (68.37%), most were under 30 years old (39.31%), 30-40 years old (35.50%), most had completed high school or equivalent (29.05%), worked in the organization for less than 1 year (67.50%), 1-3 years (22.20%).

Regarding the factors influencing turnover intention, the research results indicate that the highest average is associated with work enjoyment, followed by coworker support, supervisor support, physical work environment, compensation and benefits, and career growth opportunity, respectively. Table 1 presents the turnover intention of both the independent and dependent variable.

**Table 1** Mean, standard deviations, and Cronbach's alpha coefficient for both independent and dependent variables

Variables	Mean	SD	$\alpha$
Work enjoyment (WEN)	3.89	0.79	0.821
Physical work environment (PWE)	3.54	1.06	0.822
Compensation and benefits (COB)	2.94	0.97	0.734
Coworker support (COS)	3.82	1.03	0.866
Supervisor support (SUS)	3.76	1.11	0.913
Career growth opportunity (CGO)	2.80	1.07	0.907
Turnover intention (TIN)	2.47	1.11	0.897

In conducting multiple regression analysis involving predictor variables such as work enjoyment (WEN), physical work environment (PWE), compensation and benefits (COB), coworker support (COS), supervisor support (SUS), and career growth opportunity (CGO), along with the dependent variable, which is the turnover intention (TIN), and the findings are detailed in Table 2.

**Table 2** Regression coefficients analysis between predictor variables and turnover intention

Predictor variables	Unstandardized coefficients		Standardized coefficients	t	p-value
	B	SE	Beta		
Constant	4.266	0.548		8.394	0.000
WEN	0.161	0.136	0.123	1.188	0.237
PWE	-0.234	0.136	-0.202	-1.717	0.089
COB	-0.454	0.158	-0.324	-2.882	0.005*
COS	0.094	0.127	0.081	0.742	0.460
SUS	-0.344	0.144	-0.316	-2.387	0.019*
CGO	0.278	0.118	0.248	2.358	0.020*

\* Statistical significance level at 0.05

Analysis of regression coefficients from Table 2 reveals significant negative effects of compensation and benefits ( $\beta = -0.454$ ) and superiors' support ( $\beta = -0.344$ ) on turnover intention, thus supporting hypotheses H3 and H5. However, career growth opportunity positively impacted turnover intention ( $\beta = 0.278$ ), leading to the rejection of hypothesis H6. Additionally, no significant effects were observed on work enjoyment (H1), physical work environment (H2), and coworker support (H4) on turnover intention.

## Conclusion and Discussion

The research was conducted within the context of a beverage production organization in Thailand. Grounded in the principles of Social Exchange Theory, the study identified compensation and benefits, as well as supervisor support, as significant negative predictors of employee turnover intention. Contrary to expectations, factors such as work enjoyment, the physical work environment, and coworker support were not found to have a significant impact on turnover intention.

The research findings highlight the significant impact of compensation and benefits on employees' turnover intention, in line with the works of Boonsititomachai et al. (2021) and Farooq et al. (2022), employees who believe that they receive compensation and benefits which connect expected, also expect rewards and favorable future compensation. Thus, they intend to stay in the organization. Moreover, by the exchange principle, pay satisfaction leads to higher employee engagement and withdrawal (Jolly et al., 2021).

Additionally, the result presents the negative impact of supervisor support on turnover intention. Applying the concept of social exchange, supervisor support is a social exchange variable, employees with high support from their supervisors reward the organization with reduced intention to leave it (Eisenberger et al., 2002). Moreover, the findings are similar to previous studies, which suggest that supervisor support is negatively associated with employee turnover intentions (Pattnaik & Panda, 2020).

The interesting research finding is that career growth opportunity have a positive impact on employees' turnover intention, which aligns with the research findings of Nouri and Parker (2013). This suggests a significant positive association between career growth opportunities and organizational commitment, and helps reduce resignations in the future. This evidence is possible that this career development increases the attachment and obligation that employees have to the firm; maybe they plan to remain with their current organization for at least a few years, or in the foreseeable future, they plan to still stay with their current firm. Therefore, employees do not resign from their jobs immediately. Another reason is that if organizations promote career advancement but the advancement lacks work challenges, employees may experience boredom and a lack of excitement in their work. Additionally, if perceived by employees, limited career advancement opportunities may lead them to consider resigning

(Lohitpura & Somsri, 2018). Based on the result of this study, it is possible that most of the sample group had a high school education, and their main goal was to work to earn money. Thus, they may not be ready for career development, which requires time and financial support.

However, the research reveals that coworker support and the physical work environment do not significantly impact turnover intention. This corresponds to the findings of Hussain and Xian (2019), who studied factors affecting turnover intentions, concluding that relationships with colleagues do not significantly impact employees' turnover intention. Similarly, the physical work environment has no significant impact on turnover intention, consistent with research on the work environment's impact on trainee employees' resignation intentions (Venisa & Brahmana, 2020). In the context of this research, the physical work environment is the organization's entire work facilities, including work conditions and infrastructure around the employees doing their work. The physical environment may be essential but is not more important than other issues, such as compensation and benefits. If compensation-related issues are more salient, they can overshadow the impact of the physical work environment on turnover intentions. If employees perceive limited job alternatives or opportunities in the external job market, they might be less inclined to consider leaving their current position, even if the physical work environment is not ideal. Another explanation for the lack of significant negative relationships between coworker support and turnover intention may come from work conditions. The company focuses on the production process, which may cause a distance between employees' relationships, leading to a lack of emotional support (Kmieciak, 2022).

### Suggestions

Based on the research findings, the researchers suggest that prioritizing employee retention is crucial for organizational success in today's diverse workforce. Employee resignation does not benefit the organization. Recruitment and selection costs and other expenses are incurred when new employees are required. Organizations should avoid employee turnover by being aware of the factors that reduce employee turnover intention.

For theoretical implication, understanding turnover intention as the outcome of the relation between an organization and its employees. This study presumed that an employee's willingness to leave a company voluntarily involves many factors. The study's findings

support the principles of reciprocity, which posits that individuals engage in relationships based on economic or social exchange, such as support, rewards, and benefits. In this context, compensation and benefits negatively impact employees' turnover intentions. The theory highlights the reciprocal nature of workplace relationships and how employees evaluate the costs and benefits of staying with an organization. Moreover, this study also focuses on supervisor support as a significant factor in reducing employee turnover intention. This research shows that reduced turnover intention reflects employees' attitudes, leading to positive relations between organizations and members. In other words, if employees perceive supervisor support and suitable compensation and benefits are consistent with their goals, they stay in the organization.

The study offers implications for beverage industry practitioners in understanding the relevance of employee retention in the beverage industry. The present study shows that compensation and benefits, and supervisor support reduce intentions to leave an organization. Furthermore, employees' perceptions of compensation and benefits impact their organizational commitment. Employees evaluate their relationship with their organization through salary and benefits, and pay dissatisfaction leads to voluntary turnover if not addressed. Moreover, a supervisor's support is a critical factor that negatively impacts an employee's turnover intention. Based on this study, managers or supervisors should consider the importance of the compensation system and adequate welfare to make employees perceive that supervisors value their contributions and caring and helping in various matters about their happiness. This empirical evidence clearly implies that both social and economic exchange tend to engender feelings of obligation, and resignations are, therefore, reduced or eliminated.

Despite its contributions, this study suffers from empirical limitations. First, although this study highlighted the effect of factors including work enjoyment, physical work environment, and coworker support, reducing intentions to leave an organization. The effect was relatively weak. Future studies could further use the Necessary Condition Analysis (NCA) tool to identify necessary variables in the model. NCA supports decisions about which factors an organization should support to reduce employee turnover (i.e., work enjoyment, physical work environment, coworker support), even though these factors were not significant in this study.

As previously noted, NCA is the approach for identifying necessary data-set conditions. NCA was used to verify a theoretical framework and identify necessary and/or sufficient conditions contributing to the outcome (Fakfare et al., 2024). Therefore, a necessary condition is a critical factor in an outcome. The outcome will not occur if the condition is not in the model.

Second, this study shows that career growth opportunities positively impact turnover intention. Future studies could conduct more in-depth research to gain deeper insights and answer the question: Why did this result happen? This could involve qualitative interviews or focus groups to thoroughly explore the underlying reasons for these results. Third, and finally, collecting data about resignation intentions across different organizational contexts or industries can help confirm factors influencing resignation intentions in different environments.

## References

- Abouraija, M. K., & Othman, S. M. (2017). Transformational leadership, job satisfaction, organizational commitment, and turnover intentions: The direct effects among bank representatives. *American Journal of Industrial and Business Management*, 7(4), 404–423. <https://doi.org/10.4236/ajibm.2017.74029>
- Ahmad, A. (2018). The relationship among job characteristics organizational commitment and employee turnover intentions: A reciprocation perspective. *Journal of Work-Applied Management*, 10(1), 74–92. <https://doi.org/10.1108/JWAM-09-2017-0027>
- Ahmad, R., Nawaz, M. R., Ishaq, M. I., Khan, M. M., & Ashraf, H. A. (2023). Social exchange theory: Systematic review and future directions. *Frontiers in Psychology*, 13, 1015921. <https://doi.org/10.3389/fpsyg.2022.1015921>
- Apriani, N., & Siregar, Z. M. E. (2023). Factors affecting turnover intention: A literature review. *International Journal of Business, Technology, and Organizational Behavior (IJBTOB)*, 3(3), 224–231. <https://doi.org/10.52218/ijbtob.v3i3.277>
- Blau, P. M. (1964). Justice in Social Exchange. *Sociological Inquiry*, 34(2), 193–206. <https://doi.org/10.1111/j.1475-682X.1964.tb00583.x>
- Boonsititomachai, W., Mewes, K., & Sud-on, P. (2021). Factors impacting to employees' work performance and turnover intention: A case study of generation Y engineer employees in Bangkok. *Journal of Business Administration and Accountancy*, 6(2), 1–18.
- Chernyak-Hai, L., & Rabenu, E. (2018). The new era workplace relationships: Is social exchange theory still relevant? *Industrial and Organizational Psychology*, 11(3), 456–481. <https://doi.org/10.1017/iop.2018.5>
- Chunkrasian, T. (2022). *The relationship between leader-member exchange and trust: The moderating effect of leader favoritism* (Master's thesis). Chulalongkorn University, Thailand.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874–900. <https://doi.org/10.1177/0149206305279602>
- Dewi, R. S., & Nurhayati, M. (2021). The effect of career development on turnover intention with job satisfaction and organizational commitment as mediators, study at PT Control Systems Arena Para Nusa. *European Journal of Business and Management Research*, 6(4), 11–18. <https://doi.org/10.24018/ejbmr.2021.6.4.918>
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived organizational support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87(3), 565–573.
- Fakfare, P., Manosuthi, N., Lee, J.-S., Lee, S.-M., & Han, H. (2024). Investigating the formation of ethical animal-related tourism behaviors: A self-interest and pro-social theoretic approach. *Journal of Hospitality & Tourism Research*, 49(3), 581–599. <https://doi.org/10.1177/10963480241229237>
- Farooq, H., Janjua, U. I., Madni, T. M., Waheed, A., Zareei, M., & Alanazi, F. (2022). Identification and analysis of factors influencing turnover intention of Pakistan IT professionals: An empirical study. *IEEE Access*, 10, 64234–64256. <https://doi.org/10.1109/ACCESS.2022.3181753>
- Flint, D., Haley, L. M., & McNally, J. J. (2013). Individual and organizational determinants of turnover intent. *Personnel Review*, 42(5), 552–572.
- Gujarati, D. N., & Porter, D. C. (2009). *Basic econometrics*. New York, NY: McGraw-Hill.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Hampshire, UK: Cengage Learning EMEA.
- Hall, J. (2019). *The cost of turnover can kill your business and make things less fun*. Retrieved January 15, 2024, from <https://www.forbes.com/sites/johnhall/2019/05/09/the-cost-of-turnover-can-kill-your-business-and-make-things-less-fun/>
- Harden, G., Boakye, K. G., & Ryan, S. (2018). Turnover intention of technology professionals: A social exchange theory perspective. *Journal of Computer Information Systems*, 58(4), 291–300. <https://doi.org/10.1080/08874417.2016.1236356>
- Hunt, A. N., & Rhodes, T. D. (2021). Expanding the life-span, life-space approach using critical race theory and intersectionality. *Journal of College Access*, 6(3), 96–110.
- Hussain, S., & Xian, S. H. (2019). Factors affecting employees' turnover intention in construction companies in Klang, Selangor. *KnE Social Sciences*, 3(22), 108–131. <https://doi.org/10.18502/kss.v3i22.5047>
- Jolly, P. M., McDowell, C., Dawson, M., & Abbott, J. (2021). Pay and benefit satisfaction, perceived organizational support, and turnover intentions: The moderating role of job variety author links open overlay panel. *International Journal of Hospitality Management*, 95(2), 102921. <https://doi.org/10.1016/j.ijhm.2021.102921>

- Kim, W., & Hyun, Y. S. (2017). The impact of personal resources on turnover intention: The mediating effects of work engagement. *European Journal of Training and Development*, 41(8), 705–721.
- Kmieciak, R. (2022). Co-worker support, voluntary turnover intention and knowledge withholding among IT specialists: The mediating role of affective organizational commitment. *Baltic Journal of Management*, 17(3), 375–391. <https://doi.org/10.1108/BJM-03-2021-0085>
- Kobratanasawat, A., & Thaweepaiboonwon, J. (2019). Influences of work environment, interpersonal relation and perceived organizational support on intention to quit of employees in automotive industry at Amata City Rayong industrial estate. *Journal of Management Science, Ubon Ratchathani University*, 8(16), 1–17.
- Lee, C.-C., Huang, S.-H., & Zhao, C.-Y. (2012). A study of factors affecting turnover intention of hotel employees. *Asian Economic and Financial Review*, 2(7), 866–875.
- Lohitpura, D., & Somsri, C. (2018). Factors affecting the resignation of private employee companies in Lampang. *Payab University Journal*, 28(1), 167–178.
- Lin, C.-P., Tsai, Y.-H., & Mahatma, F. (2017). Understanding turnover intention in cross-country business management. *Personnel Review*, 46(8), 1717–1737. <https://doi.org/10.1108/PR-07-2016-0176>
- Liu, J., He, X., & Yu, J. (2016). The relationship between career growth and job engagement among young employees: The mediating role of normative commitment and the moderating role of organizational justice. *Open Journal of Business and Management*, 5(1), 83–94. <http://dx.doi.org/10.4236/ojbm.2017.51008>
- Naufer, F. Z., & Kumar, P. D. A. S. (2020). Impact of employee engagement on turnover intention: Study of Third Space Global (PVT) limited. *Kelaniya Journal of Human Resource Management*, 15(0), 71–88. <https://doi.org/10.4038/kjhrm.v15i1.73>
- Norizan, N. S., Arham, A. F., & Arham, A. F. (2023). Exploring the research landscape of turnover intention: A bibliometric analysis. *Information Management and Business Review*, 15(3), 361–372.
- Nouri, H., & Parker, R. J. (2013). Career growth opportunities and employee turnover intentions in public accounting firms. *The British Accounting Review*, 45(2), 138–148.
- Panitvitidkun, P., Pornchaitiwat, K., Chamcharat, N., & Thumrungrroje, A. (2024). Understanding IT professional innovative work behavior in the workplace: A sequential mixed-methods design. *Journal of Open Innovation Technology, Market, and Complexity*, 10(1), 100231. <https://doi.org/10.1016/j.joitmc.2024.100231>
- Pascoe, K. M., Prahova, M. P., Steinman, L., Bacci, J., Mahorter, S., Belza, B., & Weiner, B. (2021). Exploring the impact of workforce turnover on the sustainability of evidence-based programs: A scoping review. *Implementation Research & Practice*, 2, 1–23. <https://doi.org/10.1177/26334895211034581>
- Pattnaik, S. C., & Panda, N. (2020). Supervisor support, work engagement and turnover intentions: Evidence from Indian call centres. *Journal of Asia Business Studies*, 14(5), 621–635. <https://doi.org/10.1108/JABS-08-2019-0261>
- Pojsupap, T., Khasasin, R., Kongtanasamut, P., & Prachuabmoh, A. (2019). A synthesis of the theories in innovative behavior. *Modern Management Journal*, 18(1), 1–14.
- Sheehan, C., Tham, T. L., Holland, P., & Cooper, B. (2019). Psychological contract fulfilment, engagement and nurse professional turnover intention. *International Journal of Manpower*, 40(1), 2–16. <https://doi.org/10.1108/IJM-08-2017-0211>
- Taye, D., & Getnet, B. (2020). The impact of employee turnover on organizational performance: A case study of Mada Walabu University, Bale Robe, Ethiopia. *American Journal of Pure and Applied Bioscience*, 2(3), 51–63. <https://doi.org/10.34104/ajpab.020.051063>
- Tetteh, S., Dei Mensah, R., Opata, C. N., & Mensah, C. N. (2022). Service employees' workplace fun and turnover intention: The influence of psychological capital and work engagement. *Management Research Review*, 45(3), 363–380. <https://doi.org/10.1108/MRR-12-2020-0768>
- Venisa, A. T., & Brahmana, S. S. (2020). The effect of work environment and job insecurity on the turnover intention of the interns of PT bank Central Asia TBK regional office 1 of Bandung city. *International Journal of Economics, Business and Management Research*, 4(2), 100–108.
- Walumbwa, F. O., Cropanzano, R., & Goldnad, B. M., (2011). How leader–member exchange influences effective work behaviors: Social exchange and internal-external efficacy perspectives. *Personnel Psychology*, 64, 739–770. <https://doi.org/10.1111/j.1744-6570.2011.01224.x>