



Influence of Job Crafting, Resilience Skills and Organizational Citizenship Behavior on Turnover Intention of Private Employees of Generation Y-Z Working in Bangkok, Thailand

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ABSTRACT

This research study aims to investigate the influence of job crafting, resilience skills, and organizational citizenship behavior on turnover intention. A quantitative approach was adopted, with data gathered through a closed-ended questionnaire from 400 private employees of generation Y-Z in Bangkok, Thailand. Structural Equation Modeling (SEM) was an analysis method. The results showed that job crafting and resilience skills influence on turnover intention with organizational citizenship behavior as a mediation variable equal to -0.704, with job crafting influences on organizational citizenship behavior equal to 0.235, resilience skills influence on organizational citizenship behavior equal to 0.290, and job crafting influences on turnover intention equal to 0.705. All relationships were statistically significant at the 0.05 level. The study recommends that organizations should promote organizational citizenship behavior among employees while encouraging appropriate levels of participation in job crafting and resilience for employees, as well as provide adequate and appropriate resources to support employees in reducing turnover intention.

1. INTRODUCTION

Burnout syndrome is a condition that employed individuals, especially full-time employees, frequently experience and find challenging to prevent. In 2018, Gallup's survey of 7,500 full-time employees indicated that 67% reported experiencing burnout, which may prompt them to contemplate leaving their current positions [10].

In 2019, following the outbreak of the COVID-19 pandemic, a novel and challenging disease with extensive global repercussions, individuals in the workforce increasingly prioritized achieving a balance between professional and personal life, commonly known as work-life balance. Additionally, people often avoided working overtime to preserve their personal time, leading to the emergence of a new phenomenon known as "Quiet Quitting" [13].

Quiet quitting may indicate a likelihood of future resignation. Employees exhibiting prolonged disengagement are more inclined to pursue alternative employment when superior opportunities arise. The rise in turnover impacts team cohesion and results in higher recruitment and training costs [38]. Moreover, the global population must embrace the need for resilience in their lifestyles, a concept known as resilience skills, in order to adapt to changes and address challenges [20].

Thailand lacks statistical data on quiet quitting; however, an analysis of the unemployment and employment rates from 2019 to 2022 reveals a gradual increase in the unemployment rate, which subsequently decreased to 1.32% by 2022. In contrast, the employment rate has remained relatively stable throughout this period [1].

This suggests that employees in Thailand may prefer to disengage quietly from their work instead of formally resigning from their organizations. Additionally, Bangkok's unemployment and employment rates exceed the national average, suggesting that full-time employees in Bangkok may be more vulnerable to the trend of quiet quitting.

This indicates that full-time employees in Bangkok may be more prone to the phenomenon of quiet quitting. In 2021, a prominent recruitment firm conducted a survey that revealed 81% of full-time employees in Thailand were seeking new career advancement opportunities within the next six months, with 79% of these individuals belonging to Generation Y [18].

In 2023, Deloitte's survey of the Generation Y-Z demographic indicated that 42% of Generation Y and 60% of Generation Z experienced high levels of stress and burnout, attributing their feelings of constant or near-constant stress and fatigue to the demands of their workloads [28].

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According to research by Crawford et al. indicates that employee participation in job crafting positively influences work performance by enhancing motivation, diligence, dedication, and determination [4]. Additionally, employees possessing resilience skills, defined as the capacity to adapt and recover swiftly, contribute to cultivating resilience within their workplace [30]. This may assist employees in comprehending the broader context and relationships in the situations they face.

Successful participation in job crafting and the development of resilience skills among employees can enhance organizational citizenship behavior. This indicates that they will demonstrate work behaviors that extend beyond their defined job responsibilities and will actively engage in or support others and the organization. This aligns with the findings of Gouda et al., indicating that organizations can promote organizational citizenship behavior by encouraging employee involvement in job crafting [6].

Additionally, Yuhung Shin et al.'s research suggests that employee involvement in job crafting may reduce the intention to leave the organization [32]. Failure in job crafting and the enhancement of resilience skills among employees may prompt individuals contemplating resignation to reevaluate their choice to depart from the organization [17].

Furthermore, organizational citizenship behavior functions effectively as a mediation variable, given its positive indirect effects on employee performance, productivity, and job performance, along with its capacity to diminish turnover intentions [8],[12],[17],[19],[31]. Organizational culture plays a crucial role in fostering organizational citizenship behavior among employees, motivating them to express their views on work-related matters or assert their rights instead of choosing silent disengagement.

Given the importance of the issues discussed above, the researchers aim to investigate the influence of job crafting, resilience skills, and organizational citizenship behavior on turnover intention of Generation Y-Z private employees in Bangkok, Thailand. This emphasizes the significance of promoting individualized job designs and enhancing work resilience through bounce-back capability, which may result in organizational citizenship behaviors. This will assist organizations in enhancing their human resource management for improved efficiency and offer a framework for elevating employee quality of life to meet performance objectives, thereby decreasing employee turnover intention.

2. LITERATURE REVIEW AND HYPOTHESIS OF THE STUDY

2.1. Research related to each variable

2.1.1. Job Crafting (JC)

The ideas for designing or modifying new work scopes of

employees to improve the suitability between job characteristics and employee needs, using the Job Demands-Job Resources Model based on job characteristics, which is classified into 4 types [29]. as follows: increasing structural job resources, decreasing hindering job demands, increasing social job resources, and increasing challenging job demands.

2.1.2. Resilience Skills (RS)

The ability to connect cause and effect in the overall situation is crucial. It also involves the capacity to adjust to evolving circumstances and swiftly return to a state of normalcy. Consciously learn from your mistakes and cultivate your own strengths. Being prepared to handle diverse circumstances that impact your life at any given moment is crucial [22].

2.1.3. Organizational Citizenship Behavior (OCB)

The organization categorizes personal behavior, which happens at the employee's discretion, and work behavior, which goes beyond the job description and doesn't stem from the organization's stimulation, into 5 categories [21]. These behaviors include altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

2.1.4. Turnover Intention (TI)

The decision to resign is based on the employee's voluntary choice to leave the position. This is considered the final stage of the process. The resignation of employees will have a direct impact on the organization, resulting in the loss of essential labor. If employees with potential depart from the organization, the organization may benefit from the exit of those with insufficient potential [3].

2.2. Research related to between variables

JC and OCB have a positive relationship with each other. This means that if employees participate more in JC, the OCB will increase. We achieve this by increasing job resources, challenging job demands, and promoting teamwork and employee skill development [6],[24],[27],[33].

Hypothesis 1: JC has a positive influence on OCB.

JC and TI have a negative relationship with each other. This means that if employees participate more in JC, TI will decrease. We achieve this by tailoring job characteristics to better suit the employees [2],[14],[32].

Hypothesis 2: JC has a negative influence on TI.

RS and OCB have a positive relationship with each other. This means that if employees have an increased RS, it will result in an increased OCB. Organizational training facilitates the development of RS [11],[15],[23].

Hypothesis 3: RS has a positive influence on OCB.

RS and TI have a negative relationship with each other. This means that if employees have increased RS, it will result in decreased TI. Organizational training achieves this by developing RS [7],[9],[16],[25].

Hypothesis 4: RS has a negative influence on TI.

OCB and TI have a negative relationship with each other. This means that if employees have increased OCB, it will result in decreased TI. This relationship is characterized by employees' increased engagement with the collective, maintenance of positive relationships with colleagues, and enhanced motivation driving their OCB [34],[35],[36].

Hypothesis 5: OCB has a negative influence on TI.

2.3. Research about mediation variable

OCB is suitable as a mediation variable because it has a positive indirect influence on employees, such as employee performance, productivity, and job performance, as well as helping to reduce TI [12],[19],[31].

Hypothesis 6: OCB is a mediation variable between JC and TI.

Hypothesis 7: OCB is a mediation variable between RS and TI.

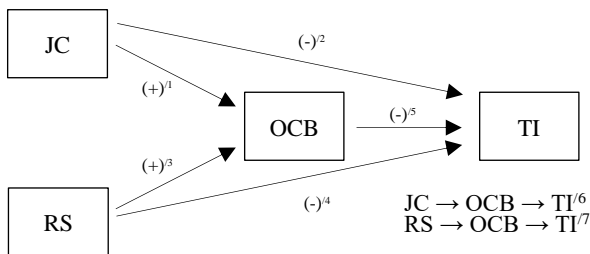
2.4. Related theoretical concepts

2.4.1 Flow theory

The theory focuses on the correlation between challenge and skills. A balance between these two factors creates flow, a state where actions are most effective and lead to positive experiences. Compliance is subject to 3 conditions [5]. as follows:

1. Activities must have clear goals and progress.
2. The workplace must provide clear and immediate feedback.
3. There needs to be awareness of a good balance between challenge and skills.

3. CONCEPTUAL FRAMEWORK



Remark: /Number of hypotheses

Fig. 1. The hypothesized paths of the proposed structural model.

The literature review led to the development of a conceptual framework, based on the researcher's belief that

encouraging employee participation in JC while developing RS fosters OCB among employees and helps prevent quiet quitting within the organization. This balance between challenge and skills enhances work efficiency and reduces TI.

4. METHODOLOGY

This research used a closed-ended questionnaire, organized into 5 distinct sections:

- Section 1: Questions regarding demographic information
- Section 2: Questions related to JC
- Section 3: Questions related to RS
- Section 4: Questions related to OCB
- Section 5: Questions related to TI

All questions were reviewed by 3 subject matter experts to ensure content validity, ensuring that the index of item objective congruence (IOC) score was higher than 0.5. All questions received a score of one. Next, as a pilot study, the questionnaire was administered to 30 trial participants in order to test the reliability using the Cronbach's alpha coefficient. All latent variables are higher than 0.80 [39] in Table 1.

Table 1. Questionnaire reliability test results

Latent variables	Number of questions	Cronbach's alpha coefficient
JC	3	0.936
RS	3	0.936
OCB	3	0.936
TI	3	0.935
Total	12	0.936

The research encompassed a sample size of 400 participants, who were private employees from the Y-Z generation, aged between 18-44 years, and were employed in Bangkok, Thailand. The sample size determination is based on the sample size table for structural equation modeling (SEM) analysis techniques [37], which recommended 383 participants for a population of 400,000 or more. The research utilized a simple random sampling method. To mitigate potential errors during data collection, the researcher gathered data from a sample of 400 participants.

The data was analyzed by descriptive statistics to characterize the demographics information of the samples using frequency (n=400) and percentage (%) and structural equation modeling (SEM) was an analysis method for testing a research hypothesis.

5. RESULTS

5.1. The results of demographic information from 400 respondents

Table 2 shows that a total of 400 respondents, the majority were female, accounting for 76.50%, while the remaining 23.50% were male. Most respondents were born between 1980-1996 (Generation Y), accounting for 57.75%, with the remaining 42.25% born between 1997-2006 (Generation Z). The majority of respondents were single, accounting for 87.50%. In terms of educational attainment, most respondents held a bachelor’s degree, accounting for 71.50%. Additionally, 84.75% of the respondents held operational-level positions, such as junior or senior officers. The largest salary range was between 20,001-50,000 Baht, accounting for 53.50%.

Table 2. Sample characteristics of the survey respondents

Variable	Categorie	Respondent s (n=400)	%
Gender	Male	94	23.50
	Female	306	76.50
Year of Birth	1997-2006 (Generation Z)	169	42.25
	1980-1996 (Generation Y)	231	57.75
Marital Status	Married	49	12.25
	Single	350	87.50
	Divorced	1	0.25
Education	Below Bachelor's Degree	10	2.50
	Bachelor's Degree	286	71.50
	Above Bachelor's Degree	104	26.00
Position	Senior Executives	4	1.00
	Middle Management	6	1.50
	Supervisory Level	51	12.75
	Operational Level	339	84.75
Salary	Less than or equal to 20,000 Baht	89	22.25
	20,001 - 50,000 Baht	214	53.50
	Above 50,001 Baht	97	24.25

5.2. The results of influence analysis using SEM

Figure 2 found that causal relationship model shows the influence paths of JC and RS influence on TI with OCB as a mediation variable equal to -0.704, with JC influences on OCB equal to 0.235, RS influences on OCB equal to 0.290, JC influences on TI equal to 0.705, and RS influences on TI equal to -0.050 at a statistical significance level of 0.05.

However, it was not possible to calculate the P-value of χ^2 . We removed the path between RS and TI from the SEM, and the analysis results indicate that RS did not influence TI at a statistical significance level of 0.05. We discovered that we could calculate the adjusted causal relationship model with a P-value of χ^2 equal to 0.601 in Table 3, based on the causal relationship analysis criteria [26].

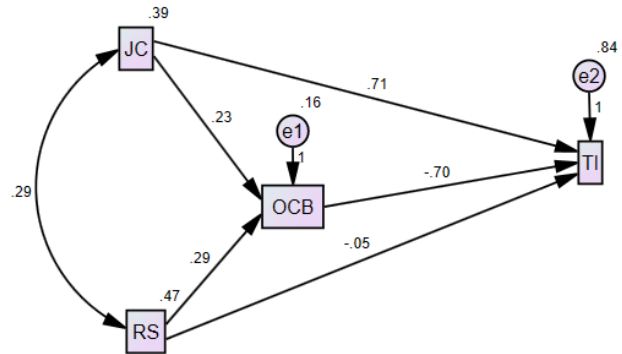


Fig. 2. The causal relationship model showing the influence path of JC, RS, and OCB on TI.

Table 3. The causal relationship model showing the influence path of JC, RS, and OCB on TI

Statistics	Results of analysis	Criteria	Results
χ^2 / df	0.274	< 2.00	Consistent
P-value of χ^2	0.601	> 0.05	Significant P-value
GFI	1.000	≥ 0.95	Consistent
AGFI	0.997	≥ 0.95	Consistent
CFI	1.000	≥ 0.95	Consistent
RMR	0.004	< 0.05	Consistent
RMSEA	0.000	< 0.05	Consistent

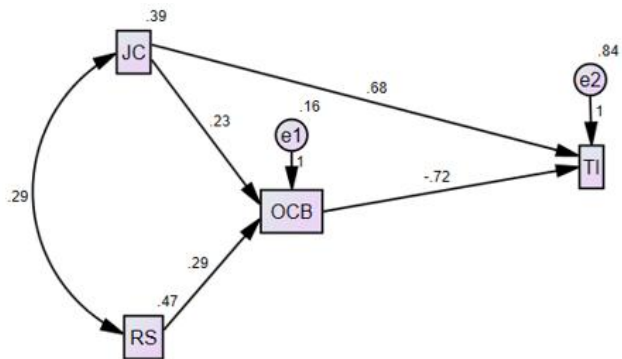


Fig. 3. The adjusted causal relationship model showing the influence path of JC, RS, and OCB on TI.

Figure 3 found that the influence value of each route is equal to or close to Figure 1.

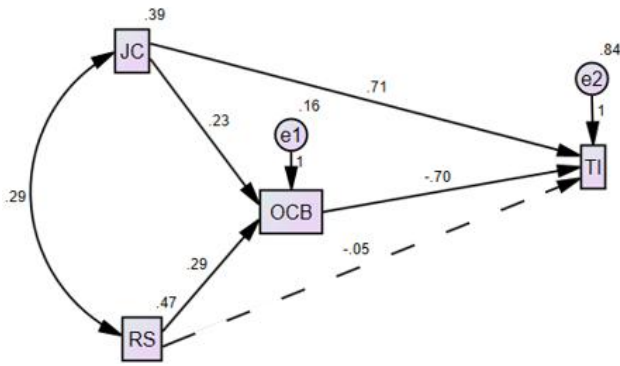


Fig. 4. The final causal relationship model showing the influence path of JC, RS, and OCB on TI.

In Figure 4, the relationship between RS and TI takes the form of a patch, as the variables do not exert any influence on each other, unlike in Figure 2. Therefore, the causal relationship model shows the influence paths of JC and RS influence on TI with OCB as a mediation variable equal to -0.704, with JC influences on OCB equal to 0.235, RS influences on OCB equal to 0.290, and JC influences on TI equal to 0.705 at a statistical significance level of 0.05.

Table 4. Hypotheses test results

Research hypotheses	Results
1. JC has a positive influence on OCB.	Accepted
2. JC has a negative influence on TI.	Rejected
3. RS has a positive influence on OCB.	Accepted
4. RS has a negative influence on TI.	Rejected
5. OCB has a negative influence on TI.	Accepted
6. OCB is a mediation variable between JC and TI.	Accepted
7. OCB is a mediation variable between RS and TI.	Accepted

Table 4 shows that 2 research hypotheses were rejected: Hypothesis 2, which posits that JC has a positive influence on TI, and Hypothesis 4, which suggests RS has no significant influence on turnover intention, all significant at the 0.05 level. Conversely, we accepted the remaining 5 hypotheses. These include: JC has a positive influence on OCB, RS has a positive influence on OCB, OCB has a negative influence on TI, OCB is a mediation variable between JC and TI, and OCB is a mediation variable between RS and TI, all significant at the 0.05 level.

6. CONCLUSION

The research results can be explained using flow theory in Figure 5, comparing the challenge of the task (Challenge), which is JC, with the skills/abilities to perform that task (Skills), which is RS. The challenge and the skills required to perform it create a flow channel called OCB area. TI is

represented by areas that cause boredom (blue area) or anxiety/stress (red area).

Point A1 indicates a neutral sentiment about the situation, characterized by employees' lack of involvement in job creation and a deficiency in resilience skills. If the organization acknowledges this sentiment and solely focuses on promoting resilience skills without engaging employees in job crafting, it transitions to point A2, leading to employee boredom. Their capacity to adapt to changing situations and recover swiftly, without altering their job scope, results in a lack of challenge and eventual boredom, contributing to turnover intention.

Conversely, if the business compels people to adjust their job responsibilities to enhance alignment between job attributes and requirements yet still lacks resilience abilities, it transitions to point A3. Employees may experience anxiety or stress due to the excessive personal resources required to change their job responsibilities, while the business overlooks skill development, thereby contributing to turnover intention.

To address this, organizations need to plan strategies for effective human resource management and development. This includes organizing activities and programs that promote good organizational citizenship behavior, providing adequate and appropriate resources to employees, encouraging employee participation in job crafting, and developing appropriate levels of resilience skills.

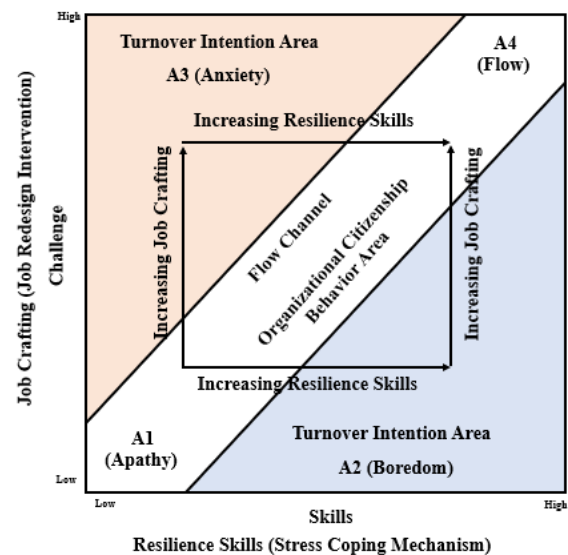


Fig. 5. The explanation of the causal relationship model showing the influence path between JC, RS, OCB, and TI according to flow theory.

The goal is to bring employees' feelings into the flow channel, creating organizational citizenship behavior. This is the area of balance between challenge and skills, where employees feel the task is difficult but have enough skills to perform it, resulting in a flow state (point A4). This results in reduced turnover intention, increased work efficiency,

and benefits the organization by improving employee retention. Additionally, it mitigates the potential for quiet quitting to arise within the organization.

7. SUGGESTIONS

1. Organizations should encourage employees to participate in designing work formats and foster suitable levels of employee resilience. The organization should promote continuous learning among employees to enhance their professional abilities and potential.

2. Organizations should arrange programs or activities that encourage employees to exhibit exemplary organizational citizenship behavior. The organization should inform employees about changes through announcements, news, memos, and other organizational communications.

3. Organizations should implement policies that ensure employees have access to sufficient and suitable resources. The organization should foster an appropriate working environment and allocate tasks that facilitate the development of skills and potential.

Consequently, organizations must implement talent management through coaching and mentoring. Supervisors ought to allocate tasks/projects that align with employees' competencies and engage constructively with them to facilitate their participation in defining the tasks/projects. Such an approach enables personnel to reskill or upskill effectively for the designated duties or projects. Technical and soft skills, along with methodological and social and personal skills, play a crucial role in shaping self-perceived employability [41]. These skills foster organizational citizenship behavior in employees, reduce turnover intentions, and facilitate the retention of high-potential personnel. Additionally, it is recommended to incorporate 360-degree feedback into both the performance appraisal and performance management processes [40].

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