INFLUENCE OF LEADERSHIP BEHAVIOR, ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE TURNOVER INTENTION

CHUTIKAN PHETKAEW

DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
March 2015

INFLUENCE OF LEADERSHIP BEHAVIOR, ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE TURNOVER INTENTION

By

CHUTIKAN PHETKAEW

Thesis Submitted to
School of Business Management
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Degree of Doctor of Philosophy

PERMISSION TO USE

In presenting this thesis in fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or in his absence, by the Dean of School of Business Management where I did my thesis. It is understood that any copying or publication or use of this thesis or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition given to me and to the UUM in any scholarly use which may be made of any material in my thesis.

Request for permission to copy or to make other use of materials in this thesis in whole or in part should be addressed to:

Dean of School of Business Management
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

ABSTRACT

This study investigates the relationship between leadership behavior, organizational culture on turnover intention among employees in local Thai companies and multinational companies (MNCs) in Thailand. It also examines the role of organizational commitment as a mediator on the relationship between leadership behavior, organizational culture and turnover intention. Data are collected through questionnaires, from 1,650 respondents, 8 companies in Songkhla, Province Thailand. This research adopted several analytical approaches to analyze the data. Through a factor analysis found leadership behavior is reflected into single dimension, labeled as leadership behavior. The organizational culture is reflected into four dimensions namely; hierarchical, rational, teamwork, and reward and recognition, the organizational commitment is reflected into three dimensions: affective commitment, continuance commitment and emotional attachment commitment. The multiple regression and hierarchical multiple regression analyses are used in testing the hypothesis. The results of this study find that the direct relationship between leadership behavior and turnover intention is found to be significantly different between employees in local Thai companies and MNCs. However, the direct relationship between organizational culture and turnover intention is not significantly different between employee in local Thai companies and MNCs. Furthermore, the results of hierarchical multiple regression show that organizational commitment mediates the relationship between leadership behavior, organizational culture and turnover intention are significantly different among employees in local Thai companies and MNCs. The implication of this study is that managers should recognize the behavior of leadership in which the behavior that able to motivate the level of employee commitment to organization and reduce employee turnover intention.

Keywords: leadership behavior, organizational culture, organizational commitment, turnover intention

ABSTRAK

Kajian ini menyiasat hubungan antara tingkah laku kepimpinan, budaya organisasi terhadap hasrat perolehan dalam kalangan pekerja di syarikat-syarikat tempatan Thai dan syarikat multinasional (MNC) di Thailand. Ia juga mengkaji peranan komitmen organisasi sebagai pengantara kepada hubungan antara tingkah laku kepimpinan, budaya organisasi dan hasrat perolehan. Data dipungut melalui soal selidik daripada 1,650 orang responden, 8 buah syarikat di Wilayah Songkhla, Thailand. Kajian ini mengambil beberapa pendekatan analitikal untuk menganalisis data. Melalui satu faktor analisis, didapati tingkah laku kepimpinan tercermin ke dimensi tunggal, dilabelkan sebagai tingkah laku kepimpinan. Budaya organisasi tercermin dalam empat dimensi iaitu; hierarki, rasional, kerjasama, dan ganjaran dan pengiktirafan. Komitmen organisasi pula tercermin dalam tiga dimensi: komitmen afektif, komitmen berterusan dan komitmen lampiran emosional. Analisis regresi berganda dan analisis regresi berganda hierarki digunakan dalam menguji hipotesis. Hasil kajian ini mendapati bahawa hubungan langsung antara tingkah laku kepimpinan dan hasrat perolehan menunjukkan perbezaan yang ketara di antara pekerja dalam syarikat-syarikat tempatan Thai dan syarikat multinasional. Walau bagaimanapun, hubungan langsung antara budaya organisasi dan hasrat perolehan tidak mempunyai perbezaan yang ketara antara pekerja dalam syarikat-syarikat tempatan Thai dan syarikat multinasional. Tambahan pula, keputusan regresi berganda hierarki menunjukkan bahawa komitmen organisasi menjadi pengantara dalam hubungan antara tingkah laku kepimpinan, budaya organisasi dan hasrat perolehan dan didapati jauh berbeza dalam kalangan pekerja di syarikat-syarikat tempatan Thai dan syarikat multinasional. Implikasi kajian ini adalah pengurus harus mengenali tingkah laku kepimpinan yang dapat memberi motivasi kepada tahap komitmen pekerja kepada organisasi dan mengurangkan hasrat perolehan pekerja.

Kata kunci: tingkah laku kepimpinan, budaya organisasi, komitmen organisasi, hasrat perolehan

ACKNOWLEDGEMENTS

TABLE OF CONTENTS

CHAPTER SIX: ANALYSES AND RESULTS

LIST OF APPENDICES

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

MNCs	Multinational Company
AFTA	ASEAN Free Trade Area
HR	Human Resource
PCA	Principle Component Analysis
KMO	Kaiser Meyer Olkin
SD	Standard Deviation
VIF	Variance Inflation Factor

CHAPTER ONE

BACKGROUND OF THE RESEARCH

1.1 Introduction

Employees are the most valuable assets in the organization (Gul, Ahmad, Rehman, Shabir, & Razzaq, 2012; Lee, 1999; Voon, Lo, & Ayob, 2011). Many successful organizations have strategies to look after their employees, such as good pay, attractive work environment, and profit sharing systems. They motivate employees for high productivity and retention with the organization. Normally, employees will remain in the organization if they have a feeling of commitment to the organization.

Research on employee turnover has been one of the most important topics in organizational research over the last 50 years (Holtom, Mitchell, Lee, & Eberly, 2008; Lee, Chen, Wang, & Dadura, 2010; Maertz & Campion, 2004; Maertz & Kmitta, 2012). However, nowadays employee turnover is a nightmare in many organizations (Lee *et al*., 2010). When an employee leaves, the organization suffers more than just the cost of recruiting and training a newcomer; they also lose the work continuity and productivity, as well as suffer from poor organizational morale and image (Koh & Goh, 1995; Balsam, Gifford, & Kim, 2007). Employee turnover can be a serious problem for organizations, especially, when good employees leave. From the organizational perspective, employee turnover can result in increased cost of hiring and training, lost revenues, and erosion of customer relationship.

The contents of the thesis is for internal user only

REFERENCES

Aarons, G. A., & Sawitzky, A. C. (2006). Organizational climate partially mediates the effect of culture on work attitudes and staff turnover in mental health service. *Journal of National Institutes of Health*, 33, 289-301.

Addae, H. M., Parboteeah, K. P., & Davis, E. E. (2006). Organizational commitment and intentions to quit. *International Journal of Organizational Analysis*, 4(3), 225-238.

Ahmad Jam, F., & Fatima, T. (2012). Psychological contract and job outcomes: mediating role of affective commitment. *Journal of Educational and Social Research,* 2(4), 79-90.

Ahmad, S., Shahzad, K., Rehman, S., Khan, N. A., & Shad, I. U. (2010). Impact of organizational commitment and organizational citizenship behavior on turnover intention of call center personnel in Pakistan. *European Journal of Social Sciences*, 17(4), 585-591.

Ajzen, I. (1991). The theory of planned behavior. *Journal of Organizational Behavior and Human Decision Processes*, 50, 179-211.

Ali, N., & Baloch, Q. B. (2009). Predictors of organizational commitment and turnover intention of medical representatives (An empirical evidence of Pakistani companies). *Journal of Managerial Sciences,* 111(2), 262-273.

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology,* 63, 1-18.

Allen, N. J., & Meyer, J. (1996). Affective, continuance, and normative commitment to the organization: an examination of construct validity. *Journal of Vocational Behavior*, 49, 252-276.

Allen T. D., & Rush M. C., (1998). The effects of organizational citizenship behavior on performance judgments: A field study and a laboratory experiment. *Journal of Applied Psychology*, 83(2), 247-260.

Antonakis, J., & House, R. J. (2002). *The full-range leadership theory; the way forward. In B. J. Avolio, & F.J. Yammarino (Eds), transformational and Charismatic Leadership: The road ahead*. Boston, JAI Elsevier Science Ltd.

Anvari, R. Mohamad Amin, S. (2011). Strategic training practices and turnover intention: The mediating role of organizational commitment. *International Journal of Business and Management Studies,* 3(2), 293-305.

Anvari, R., Mohamad Amin, S., WanIsmail, W. K., Ahmad, U. N. U., & Seliman, S. (2011). Mediating effects of affective organizational commitment and psychological contract in the relationship between strategic training practices and knowledge sharing. *African Journal of Business Management*, 5(6), 2189-2202.

Ariff, M. (1988). A behavioural proxy model for employee turnover: results from a Singapore study. *Asia Pacific Journal of Management*, 5, 197-206.

Asian Development Bank and Ministry of Communication Indonesia, (2005). *Final Report for subregional transport operation initiative,* July.

Avolio, B. J., Zhu, W., Koh, W., & Bhatia, P. (2004). Transformational leadership and organizational commitment: mediating role of psychological empowerment and moderating role structural distance. *Journal of Organizational Behaviour,* 25, 951-968.

Awan, M. R., & Mahmood, K. (2010). Relationship among leadership style, organizational culture and employee commitment in university libraries. *Journal of Library Management, 31(4/5), 253-266.*

Ayoun, B., & Moreo. P. J. (2008). Does national culture affect hotel managers' approach to business strategy?. *International Journal of Contemporary Hospitality Management,* 20(1), 7-18.

Bakar, H. A., Mustafa, C., & Mohammad, B. (2009). LMX quality, supervisory communication and team-oriented commitment, *Corporate Communication An International Journal,* 14(1), 11-33.

Balsam, S., Gifford, R., & Kim, S. (2007). The effect of stock option grants on voluntary employee turnover. *Journal of Review of Accounting and Finance,* 6(1), 5-14.

Banai, M., & Reisel, W. D. (1993). Expatriate managers' loyalty to the MNC: myth or reality? An exploratory study. *Journal of International Business Studies*, 24(2), 233-248.

Baron, R. M., & Kenny, D. A. (1986). The Moderator-Mediator variable distinction in social psychological research: conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology,* 51(6), 1173-1183.

Barrick, M. R., & Zimmerman, R. D. (2005). Reducing voluntary, avoidable turnover through selection. *Journal of Applied Psychology,* 90(1), 159-166.

Bartlett, C. A., & Ghoshal, S. (1992). *Transnational management. Text, Cases, and Reading in Cross-Boarder management.* Irwin.

Bass, B. M. (1985). *Leadership and performance beyond expectations.* New York: The free press.

Bass, B. M. (1999). Two decades of research and development in transformational leadership. *European Journal of Work and Organizational Psychology,* 8(1), 9-32.

Bass, B. M., & Avolio, B. J. (1993). Transformational leadership and organizational culture. *PAQ SPRING,* 113-121.

Bass, B. M., & Avolio, B. J. (1997). *Full range leadership development: manual for the multifactor leadership questionnaire*. California: Mind Garden.

Basti, E., & Akin, A. (2008).The comparative productivity of the foreign-owned companies in Turkey: A malmquist productivity index approach. *International Research Journal of Finance and Economics,* 22, 58-65.

Bellak, C. (2004). How domestic and foreign affiliates differ and why does it matter? *Journal of Economic Survey*, 18(2), 1-32.

Bender, S., & Fish, A (2000). The transfer of knowledge and the retention of expertise: the continuing need for global assignments. *Journal of Knowledge Management,* 4(2), 125-137.

Berrell, M., Wright, P., & Hoa, T. T. V. (1999). The influence of culture on managerial behavior. *Journal of Management Development,* 18(7), 578-589.

Bergman, M. E. (2006). The relationship between affective and normative commitment: review and research agenda. *Journal of Organizational Behavior,* 27, 645-663.

Bigliardi, B., Petroni, A., & Dormio, A. I. (2005). Organizational socialization, career aspirations and turnover intentions among design engineer. *Journal of Leadership & Organization Development,* 26, 424-442.

Block, L. (2003). The leadership culture connection: an exploratory investigation. *Journal of leadership & organization development*, 24, 318-334.

Boehnke, K., Bontis, N., DiSterfano, J. J., & DiStefano, A. C. (2003). Transformational leadership: an examination of cross-national differences and similarities. *Journal of Leadership & Organizational Development*, 24(1), 5-15.

Boon, O. K., & Arumugam, V. (2006). The influence of corporate culture on organizational commitment: case study of semiconductor organizations in Malaysia. *Sunway Academic Journal*, 3, 99-115.

Boon, O. K., Safa, M. S., & Arumugam, V. (2006). TQM practices and affective commitment: a case of Malaysian semiconductor packaging organization. *International Journal of Management and Entrepreneurship*, 2(1) 37-55.

Boonsathorn, W. (2007). Understanding conflict management styles of Thai and Americans in multinational corporations in Thailand. *International Journal of Conflict Management,* 18(3), 196-221.

Booth, S., & Hamer, K. (2007). Labour turnover in the retail industry predicting the role of individual, organizational and environmental factors. *International Journal of Retail & Distribution Management*, 35, 289-307.

Bosch, M., Dijkstra, R., Wensing, M., Weijden, T., & Grol, R. (2008). Organizational culture, team climate and diabetes care in small office-based practices. *BMC Health Service Research,* 8(180), 1-8.

Brewer, A. (1996). Developing commitment between managers and employees. *Journal of Managerial Psychology*, 11(4), 24-34.

Brislin, R. W. (1970). Back- translation for cross-cultural research. *Journal of Cross-Cultural Research*, 1(3), 185-216.

Brown, F. W., & Dodd, N. G. (1999). Rally the troops or make the trains run on time: the relative importance and interaction of contingent reward and transformational leadership. *Leadership & Organization Development Journal*, 20, 291-299.

Brown, N. (2006). *Employee perceptions of leadership and organizational culture in geographically separated units: an exploratory analysis.* Unpublished doctoral dissertation, Capella University, USA.

Buchanan, B. II. (1974). Building organizational commitment: The socialization of managers in work organizations. *Journal of Administrative Science Quarterly*, 19, 533-546.

Buchkko, A. A., Weinzimmer, L. G., & Sergeyev, A. V. (1998). Effects of culture context on the antecedents, correlates, and consequences of organizational commitment: A study of Russian workers. *Journal of Business Research,* 43. 109-116

Budhwar, P. S. (2004). *Managing human resources in Asia-pacific*. Routledge: London

Bunchapattanasakda, C., & Wong, P. (2010). Management practices of Chinese managers in Chinese MNCs operating in Bangkok; cross cultural management. *An International Journal*, 17(3), 268-282.

Burns, J. M. (1978). *Leadership.* New York: Harper & Row.

Caciope, R. (1999). Using team individual reward and recognition strategies to drive organizational success. *Leadership & Organization Development Journal,* 20(6), 322-331.

Caldwell, B. J., & Spinks, J. M. (1992). *Leading the self-managing school.* London: Falmer.

Camp, S. D. (1993). Assessing the effects of organizational commitment and job satisfaction on turnover: an event history approach. *The Prison Journal*, 74, 279-305.

Carmeli, A. (2005). The relationship between organizational culture and withdrawal intentions and behavior. *International Journal of Manpower*. 26, 177-195.

Carmeli, A., Elizur, D., & Yaniv, E. (2007). The theory of work commitment: a facet analysis. *Journal of Personnel Review*, 36(4), 638-649.

Carroll, S. J., & Gillen, D. J. (2002). Exploring the teaching function in the managerial role. *Journal of Management Development*, 21(5), 330-342.

Certo, S. M. (1997). *Modern management*, Prentice Hall, Upper Saddle River.

Cha, S. E., & Edmondson, A. C. (2006). When values backfire: leadership, attribution, and disenchantment in a values-driven organization. *The Leadership Quarterly Journal*, 17, 57-78.

Chandna, P., & Krishnan, V. R. (2009). Organizational commitment of information technology professionals: role of transformational leadership and work-related beliefs. *Tecnia Journal of Management Studies*, 4(1), 1-13.

Chang, S. J., & Xu, D. (2008). Spillovers and competition among foreign and local firms in China. *Strategic Management Journal,* 29, 495-518.

Chanin, O. (2010). *Multinational corporation strategies, human resource management practices and competitive advantage: the rubber industry in Thailand.* Unpublished doctoral dissertation, Universiti Utara Malaysia.

Chen, C. C., Choi, J., & Chi, S. C. (2002). Making justice sense of local-expatriate compensation disparity: Mitigation by local referents, ideological explanations, and interpersonal sensitivity in China-foreign joint ventures. *Academy of Management Journal,* Vol. 45 (4): 807-817.

Chen, Z. X., & Francesco, A. M. (2000). Employee demography, organizational commitment, and turnover intentions in China: Do cultural differences matter?. *Journal of Human Relations*, 53, 869-887.

Chen, J. C., Silverthorne, C., & Hung, J.Y. (2006). Organization communication, job stress, organizational commitment, and job performance of accounting professionals in Taiwan and America. *Leadership and Organizational Development Journal,* 27, 242-249.

Chen, L. T. (2005). *Exploring the relationship among transformational and transactional leadership behavior, job satisfaction, organizational commitment, and turnover on the IT department of research and development in Shanghai, China.* Unpublished doctoral dissertation, Nova Southeastern University, USA.

Chen, Z. (2001). Further investigation of the outcomes of loyalty to supervisor job satisfaction and intention to stay. *Journal of Managerial Psychology,* 16, 650-660.

Cheng, Y., & Stockdel, M. S. (2003). The validity of three - component model of organizational commitment in a Chinese context. *Journal of Vocational Behaviour,* 62, 465-489.

Chew J., & Chan C.C.A. (2008). Human resource practices, organizational commitment and intention to stay. *International journal of manpower,* 29(6), 503-522.

Chiu, R. K., & Francesco, A. M., (2003). Dispositional traits and turnover intention examining the mediating role of job satisfaction and affective commitment. *International Journal of Manpower*, 24, 248-298.

Cho, S., Johanson, M. M., & Guchait, P. (2009). Employees intent to leave: A comparison of determinants of intent to leave versus intent to stay. *International Journal of Hospitality Management,* 28, 374-381.

Chompooku, D., & Derr, C. B. (2004). The effect of internal career orientation on organizational citizenship behaviour in Thailand. *Career Development International,* 9(4), 406-423.

Chong, V. K., & Eggleton, I. R. C. (2007). The impact of reliance on incentive-based compensation schemes, information asymmetry and organizational commitment on managerial performance. *Journal of Management Accounting Research*, 18, 312-342.

Choosawat, N. (2011). Corporate culture of a multinational company operating in Thailand: a grounded theory approach. *HRD Journal,* 2(1), 27-38.

Chow, C. W., Haddad, K. M., & Wu, A. (2003). Corporate culture and its relation to performance: a comparative study of Taiwanese and US manufacturing firms. *Journal of Managerial Finance*, 29, 65-76.

Chow, C. W., Harrison, G. L., Mckinnon, J. L., & Wu, A. (2001). Organizational culture: association with affective commitment, job satisfaction, propensity to remain and information sharing in a Chinese cultural context. *Center for international business education and research,* publication no. 111.

Church, A. H., & Waclawski, J. (1998). The relationship between individual personality orientation and executive leadership behavior. *Journal of Occupational and Organizational Psychology*, 71, 99-125.

Clugston, M. (2000). The mediating effects of multidimensional commitment on job satisfaction and intent to leave. *Journal of Organizational Behavior,* 21, 477- 486.

Clugston, M., Howell, J. P., & Dorfman, P. W. (2000). Does cultural socialization predict multiple bases and foci of commitment?. *Journal of Management*, 26, 5-30.

Cloud, K. (2001). The employment of rural women in multinational agribusiness: three case studies and some lessons learned. Final report Retrieved from http://www.ips.uiuc.edu/gap.

Coakes, S. J., & steed, L. (2007). SPSS*: Analysis without anguish: Version 14.0 for windows.* Australia: John Wiley & Son Australia, Ltd.

Cohen, A. (1991). Career stage as a moderator of the relationships between organizational commitment and its outcomes: a meta-analysis. *Journal of Occupational Psychology*, 64, 253-268.

Cohen, A. (2006). An examination of the relationship between commitments and culture among five cultural groups of Israeli teachers. *Journal Cross Culture Psychology,* 38, 34-49.

Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2003). Applied multiple regression/correlation analysis for the behavioral sciences. New Jersey: Lawrence Erlbaum Associates, Inc.

Cokluk, O., & Yilmaz, K. (2010). The relationship between leadership behavior and organizational commitment in Turkish primary schools. *Journal of Ahmet Yesevi University Board of Trustees*, 54, 75-92.

Colignon, R. A., Usui, C., Kerbo, H. R., & Slagter, R. (2007). Employee commitment in U.S. and Japanese firms in Thailand. *Journal of Asian Social Science*, 3(11), 16-30, MA: Mc Graw Hill.

Colquitt, J.A., Lepine, J. A., & Wesson, M. J. (2009). Organizational behavior improving performance and commitment in the workplace. McGraw-Hill Irwin.

Cooper, D. R., & Schindler, P. S. (2003). *Business research methods* (8th ed.). Boston, MA: McGraw Hill.

Cooper-Hakim, A., & Viswesvaran, C. (2005). The construct of work commitment testing an integrative framework. *Journal of Psychological Bulletin*, 131, 241-259.

Cortvriend, P. (2005). Managing people and change in European cancer service. *Manchester business school, University of Manchester, England*.

Cotton, J., & Tuttle, J. (1986). Employee turnover: A meta-analysis and review with implications for research. *Academy Management Review*, 11, 55-70.

Creed, A. S., Zutshi, A., & Swanson, J. D. (2008). Power and Passion: remolded teamwork in plastics factory. *Team Performance Management,* 14(36),196-213.

Cullen, J. B., & Parboteeah, K. P. (2008). *Multinational management A strategic approach* (4th ed.). Thomson : South-Western.

Cuong, D. M., & Swierczek, F. W. (2008). Corporate culture, leadership competencies, job satisfaction, job commitment, and job performance: A comparison of companies in Vietnam and Thailand. *The Journal of American Academy of Business,* 13, 159-165.

Daft, R. L. (1999). *Leadership theory and practice.* Texas: Fort Worth Harcourt Brace College Publishers.

Daft, R. (2002*). The leadership experience(2nd ed.*). Mason, OH: South-Western.

Das. R. (1997). Defending against MNC offensives: strategy of the large domestic firm in a newly liberalizing economy. *Journal of Management Decision*, 35(8), 605-618.

Das, S. (1987). Externalities, and technology transfer though multinational corporations: A theoretical analysis. *Journal of International Economics,* 22(1-2), 171-182.

Dastoor, B., Suwannachin, K., & Golding, A. (2003). Transformation Leadership and Cultural values in Thailand: Faculty Perceptions of University Administration. *AIB-SE (USA) Annual Meeting,* 73-83.

Dayan, M. (2010). Managerial Trust and NPD team performance: team commitment and longevity as mediator. *Journal of Business & Journal Marketing,* 25(2), 91-105.

Davidson, M. C. G., Timo, N., & Wang, Y. (2010). How much does labour turnover cost? A case study of Australian four-and five- star hotels. *International Journal of Contemporary Hospitality Management*, 22(4), 451-466.

Davy, J. A., Kinicki, A. J., & Scheck, C. L. (1997). A test of job security's direct and mediated effects on withdrawal cognitions. *Journal of Organizational Behavior,* 18, 323-349.

Decotiis, T. A., & Summers, T. P. (1987). A path analysis of a model of the antecedents and consequences of organizational commitment. *Journal of Human Relations*, 40, 445-470.

Deery, M. A., & Shaw, R. N. (1999). An investigation of the relationship between employee turnover and organizational culture. *Journal of Hospitality & Tourism Research*, 23, 387-400.

DelCampo, R. G., (2006). The influence of culture strength on person-organization fit and turnover. *International Journal of Management*, 23, 465-469.

Demirbag, M., & Sahadev, S. (2008). Exploring the antecedents of quality commitment among employee; an empirical study. *International Journal of Quality & Reliability Management,* 25, 495-507.

Denison, D. R., & Spreitzer, G. M. (1991). Organizational culture and organizational development: A competing values approach. *Research in Organizational Change and Development,* 5, 1-21.

Department of Employment, Ministry of Labour Thailand (2009). Labour Requirement and Shortages in the Industrial.

Department of Employment, Ministry of Labour Thailand (2012). Labour Requirement and Shortages in the Industrial.

Despradipa, K. (2001). *Factors affecting employee turnover of operator employees:a case study of electronics industry, Changwat Phra Nakhon Si Ayuttaya.* Unpublished Master thesis, Kasetsat, Department of Psychology, University, Thailand.

Dess, G. G., Lumpkin, G. T., & Covin, J. G. (1997). Entrepreneurial strategy making and firm performance: tests of contingency and configurational models. *Strategic Management Journal,* 18(9), 677-695.

Dess, G. G., & Shaw, J. D. (2001). Voluntary turnover, social capital and organizational performance. *Akademy of Management review,* 26(3), 446-456.

Detert, J. R., & Burris, E. R. (2007). Leadership Behavior and employee voice is the door really open?. *Academy of Management Journal*, 50(4), 869-884.

Dhiravegin, L. (1978). The Thai bureaucratic elite: A study of their promotion and career advancement patterns studies in Asean society. *Stanford College Press, Singapore.*

Diane, B. L. (2003). *Job satisfaction and intent to turnover of mental health direct care professionals working in residential settings.* Doctoral dissertation, Argosy University, USA.

Dionne, S. D., & Yammarino, F. J., Atwater, L. E., Spangler, W. D. (2004). Transformational leadership and team performance. *Journal of Organizational Change Management,* 17(2), 177-193.

Dole, C., & Schroeder, R. G. (2001). "The impact of various factors on the personality, job satisfaction and turnover intentions of professional accountants". *Journal of Managerial Auditing*, 16, 234-245.

Doran, L. I., Stone, V. K., Brief, A. P., & George, J. M. 1991. Behavioral intentions as predictors of job attitudes: The role of economic choice. *Journal of Applied Psychology*, 76: 40-46.

Drew, S., & Coulson-Thomas, C. (1997). Transformation through teamwork: the path to the new organization?. *Journal of Team Performance Management*, 3(3), 162-178.

DuBrin, A. J. (2005). *Fundamentals of organizational behavior.* South-Western, Thomson.

Ekong, E., Olusegun, A., Mukaila, O. A. (2013). Managerial style and staff turnover in Nierian banks: a comparative analysis. *American International Journal of Social Science,* 2(6), 79-93.

Elanain, H. M. A. (2010). Testing the direct and indirect relationship between organizational justice and work outcomes in a non-Western context of UAE. *Journal of Management Development,* 29(1), 5-27.

Elangovan, A. R. (2001). Causal ordering of stress, satisfaction and commitment, and intention to quit: a structural equations analysis. *Leadership & Organizational Development Journal,* 22, 159-165.

Elizur, D., & Koslowsky, M. (2001). Values and organizational commitment. *International Journal of Manpower,* 22(7), 593-599.

Elliot, A. J., & Devine, P. G. (1994). On the motivational nature of cognitive dissonance dissonance as psychological discomfort. *Journal of Personality and Social Psychology*, 67(3), 382-394.

ErKutlu, H. (2008). The impact of transformational leadership on organizational and leadership effectiveness. *Journal of Management Development,* 27(7), 708-726.

Fah, B. C. Y., Foon, Y. S., Leong, L. C., & Osman, S. (2010). An exploratory study on turnover intention among private sector employees. *International Journal of Business and Management,* 5(8), 57-64.

Falkenburg, K., & Schyns, B. (2007). Work satisfaction, organizational commitment and withdrawal behaviors. *Journal of management research news*, 30, 708-723.

Farrell, D., & Stamm, C. L. (1988). Meta-analysis of the correlates of employee absence. *Journal of Human Relation*, 41, 211-227.

Felfe, J., & Yan, W. H. (2009). The impact of workgroup commitment on organizational citizenship behavior, absenteeism and turnover intention: the case of Germany and China. *Journal of Asia Pacific Business Review*, 15(3), 433-450.

Ferres, N., Travaglione, A. & Connell J. (2002). Trust: a precursor to the potential mediating effect of transformational leadership?. *Internatinal Journal of Organizational Behaviour,* 5(8), 242-263.

Festinger, L. (1957). *A theory of cognitive dissonance.* Stanford, CA: Stanford University Press.

Firth, L., Mellor, D. J., Moore, K. A., & Loquet, C. (2004). How can managers reduce employee intention to quit?. *Journal of Managerial Psychology*, 19(2), 170-187.

Fisher, G. B. & Hartel, C. E. J (2003). Cross-cultural effectiveness of western expatriate-Thai client interaction: Lesson learned for IRHM research and theory. *Cross Culture Management*, 19(3), 4-28.

Fitzgerald. S., & Schutte. N. S. (2010). Increasing transformational leadership through enhancing self-efficacy. *Journal of Management Development*, 29(5), 495-505.

Foreman, W. T. (2009). Job satisfaction and turnover in the Chinese retail industry. *Journal of Chinese Management Studies,* 3(4), 356-378.

Foosiri, P. (2002). *An empirical study of organizational commitment and antecedents of Thai employees within the American chamber of commerce in Thailand.* Unpublished doctoral dissertation, Nova Southeastern, University, USA.

Fredric, S. W., & Jun, O. (2003). Culture and conflict: Japanese manager and Thai subordinates. *Journal of Personnel Review*, 32, 187-210.

Gadot, E. V. (2007). Leadership style, organizational politics, and employees' performance an empirical examination of two competing models. *Journal of personel review*, 36, 661-683.

Gannon, M. (2001). *Cultural metaphors: Readings, research translations, and commentary.* Thousand Oaks, CA: Sage Publications.

Garino, G. & Martin, G.(2005). The Impact of Labour Turnover: Theory and evidence from UK Micro Data. *Department of Economics University of Leicester.*

Gawronski, B. (2012). Back to the future of dissonance theory: cognitive consistency as a core motive. *Social Cognition Journal,* 30(6), 652-668.

Gawronski, B. & Strack, F. (2004). On the propositional nature of cognitive consistency: Dissonance change explicit, but not explicit attitude, *Journal of Experimental Social Psychology,* 40, 535-542.

Gemignani, J. (1998). Employee turnover costs big bucks. *Business and Health Journal,* 16(4), 10-14.

George, J. M., & Jones, G. R. (2005). *Understanding and managing organizational behavior* (4th ed.). Upper Saddle River: Pearson.

George, G, Sleeth, R.G. & Siders, M.A.(1999). Organizing Culture: Leaders Roles, Behaviours, and Reinforcement Mechanisms, *Journal of Business and Psychology,* 13(4), 545-559.

Gerstner, C. R., & Day, D. V. (1997). Meta- analytic review of leaders-member exchange theory: correlates and construct issues. *Journal of Applied Psychology,* 82(6), 827-844.

Ghina, A. (2012). The influence of corporate culture on organizational commitment; case study of civil government organizations in Indonesia. *International Journal of Basic and Applied Science,* 01(02), 156-170.

Ghorbani, M., & Rahimai, M. (2012). The relationship between organizational culture and organizational job creating in housing agency. *Middle-East Journal of Scientific Research,* 11(7), 928-933.

Goodman, J. (1991). Cultures of the world Thailand. *Marshall Cavendish Corporation, New York.*

Good, L. K., Sisler, G. F., & Gentry, J. F. (1988). Antecedents of turnover intentions among retail management personnel. *Journal of retailing*, 64, 295-314.

Griffeth, R. W., & How, P. W. (2001). *Retaining valued employee.* Sage Publications, Inc.

Griffeth, R. W., Hom, P. S., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover; Update moderator tests and research implications for the next millennium. *Journal of Management,* 26, 463-488.

Gross, A. (1996). *Human resource issues in Thailand*. Pacific Bridge, Inc.

Gul, S., Ahamd, B., Rehman, S. U., Shabir, N., & Razzaq, N. (2012). Leadership styles, turnover intentions and the mediating role of organizational commitment. *Journal of Information and Knowledge Management,* 2(7), 44-51.

Hagihara, A., Tarumi, K., & Babazono, A. (1998). Work versus non work predictors of job satisfaction among Japanes white collar workers. *Journal of Occupational Health*, 40, 285-292.

Haigh, M. M. (2006). *Organizational culture, identity, commitment, and citizenship behavior: antecedents, change overtime, interrelationship and potential of noculation to bolster identity, commitment, and citizenship behaviors.* Unpublished doctoral dissertation, University of Oklahoma, USA.

Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). *Multivariate data analysis* (5th ed.). Upper Saddle, NJ: Prentice-Hall.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis* (7th ed.). Upper Saddle, NJ: Prentice-Hall.

Hair, J. F., Money, A. H., Samouel, P., & Page, M. (2007). *Research method for business.* New Jersey: John Wiley & Sons Limited.

Halkos, G. E., & Tzeremes, N. G. (2007). Productivity efficiency and firm size: an empirical analysis of foreign owned companies. *International Business Review*, 16, 713-731.

Hamstra, M. R. W., Van Yperen, N. W., Wisse, B., & Sassenberg, K. (2011). Transformational-Transactional Leadership Styles and Followers' Regulatory Focus. *Journal of Personnel Psychology*, *10* (4), 182-186.

Harrington, S. J. & Santiago, J. (2006). Organizational culture and telecommuters' quality of work life and professional isolation. *Communication of the IIMA,* 6(3), 1-10.

Harrison, G. L. (1995). Satisfaction, tension and interpersonal relations: A cross-cultural comparison of managers in Singapore and Australia. *Journal of Managerial Psychology,* 10, 13-19.

Harris, H. (1995). *Women's role in international management.* International human resource management. London: Sage.

Hendrie, J. (2004). A review of a multiple retailer's labour turnover. *International Journal of Retail & Distribution Management,* 32(9), 434-441

Hersey, P., Blanchard, K. H., & Johnson, D. E. (2008). *Management of organizational behavior: leading human research* (9th ed.). Upper Saddle Rever, New Jersey.

Herzberg, F. (1996). *Work and the Nature of Man.* Cleveland, OH: World.

Hinkin, T., & Tracey, J. (2000). The cost of turnover: putting a price on the learning Curve. *Cornell Hotel and Restaurant Administration Quarterly,* 41 (3),14-21

Hofstede, G. (1980). *Culture's consequences: international differences in work related values*. Sage, Beverly Hills, CA.

Hofstede, G. (1983). The cultural relativity and organizational practices and theories. *Journal of International Business and Studies,* Fall, 75-89.

Hofsted, G. (1984). *Culture's consequences: International differences in work-related values.* Beverly Hills, CA: Sage Publications.

Hofstede, G. (1991). *Cultures and organizations: Software of the mind*. New York: McGraw Hill.

Hofstede, G. (1997). *Cultures and organizations: Software of the Mind (2ed.)* NewYork: McGraw Hill.

Holtzman, Y., & Anderberg, J. (2011). Diversify your teams and collaborate: because great minds don't think alike. *Journal of Management Development*, 30(1), 75-92.

Holtom, B. C., Mitchell, T. R., Lee, T. W., & Eberly, M. B. (2008). Turnover and retention research: A glance at the past, a closer review of the present, and a venture into the future. The *Academy of Management Annals Journal*, 2(1), 231-274.

Hom, P. W., & Griffeth, R. W. (1995). Employee turnover. *Cincinnati: South-Western College Publishing Company.*

Hoshino-Browne, E., Zanna, A. S., Spencer, S. J., Zanna, M. P., Kitayama, S., & Lackenbauer, S. (2005). On the cultural guises of cognitive dissonance: The case of easterners and westerners. *Journal of Personality and Social Psychology, 89*(3), 294-310.

Huang, X., Iun, J., Liu, A., & Gong, Y. (2010). Does participative leadership enhance work performance by inducing empowerment or trust? The differential effects on managerial and non- managerial subordinates. *Journal of Organizational Behavior*, 31, 122-143.

Hunt, S. D., & Morgan, R. M. (1994). Organizational commitment: One of many commitment or key mediating construct?. *Academy of Management Journal*, 37(6), 1568-1587.

Huat, T. C., & Torrington, D. (1998). *Human resource management for Southeast Asia and Hong Kong*. Simon & Schuster (Asia) Pte Ltd: Prentice Hall.

Hussain, T., Asif, A. (2012). Is employees' turnover intention driven by organizational commitment and perceived organizational support? *Journal of Quality and Technology Management,* VIII(II) 01-10.

Iverson, R. D., McLeod, C. S., & Erwin, P. J. (1996). The role of employee commitment and trust in service relationship. *Marketting Intelligence & Planning,* 14(3), 36-44.

Jaros, S. (2007). Meyer and Allen model of organizational commitment: Measurement issues. *Journal of Organizational Behavior,* VI(4), 7-25.

Jaros, S. J. (1997). An Assessment of Meyer and Allen's (1991). Three-component model of organizational commitment and turnover intention. *Journal of occasional Behaviour,* 51, 319-337.

Jirachiefpattana, W. (1997). The impact of Thai culture on executive information systems development, *International Journal of Computer and Engineering Management,* 5(2), htm 1.

Jogulu, U. D. (2010).Culturally-linked leadership style. *Leadership & Organization Development Journal,* 31(8), 705-719.

Johns, G., & Saks, A. M. (2008). *Organizational behavior and managing life at work.* Toronto: Pearson/ Prentice Hall.

Johnson, J. T., Griffeth, R. W., & Griffin, M. (2000). Factors discriminating functional and dysfunctional sales force turnover. *Journal of business & industrial marketing*, 15, 399-415.

Joo, B. (2010). Organizational commitment for knowledge workers: the roles of perceived organizational learning culture, leader-member exchange quality, and turnover intention. *Human Resource Development Quarterly Journal,* 21(1), 69-85.

Joo, B., Yoon, H. J., & Jeung, C. (2012). The effects of core self-evaluations and transformational leadership on organizational commitment. *Leadership & Organization Development Journal,* 33(6), 564-582.

Jung, D. I., Bass, B. M., & Sosik, J. J. (1995). Bridging leadership and culture: A theoretical consideration of transformational leadership and collectivistic cultures. *Journal of Leadership Studies,* 2 (4), 3-18.

Jung, D. L, Yammarino, F. J., & Lee, J. K. (2009). Moderating role of subordinates' attitudes on transformational leadership and effectiveness: A multi-cultural and multi-level perspective. *The Leadership Quarterly*, 20, 586-603.

Kacmar, K. M., Carlson, D. S., & Brymer, R. A. (1999). Antecedents and consequences of organizational commitment: A comparison of two scales. *Educational and Psychological Measurement Journal*, 59 (6), 976-994.

Kaewprasit, S. (2008). Comparing the organizational commitment of managers and staff working in multinational and local Thai companies. *Ramkhamhang University International Journal,* 2(1), 93-101.

Karia, N., & Assaari, M. H. A. H. (2006). The effect of total quality management practices on employees' work-related attitudes. *The TQM Magazine*, 18(1), 30-43.

Katherine, H. (2010). The influence of the leadership practice challenging the process on perceived organizational support. *Proceedings of ASBBS Annual Conference: Las Vegas.*

Keegan, A. E., & Hartog, D. N. D. (2004). Transformational leadership in a project-based environment: a comparative study of the leadership styles of project managers and line managers. *International Journal of Project Management.* 22, 609-617.

Kelley, L. L., Blackman, D. A., & Hurst, J. P. (2007). An exploration of the relationship between learning organizations and the retention of knowledge workers. *Journal of the Learning Organization*, 14(3), 204-221.

Kerr, V. O. (2005). *Influence of perceived organizational support, organizational commitment, and professional commitment on turnover intentions of healthcare professional in Jamaica.* Unpublished doctoral dissertation, Nova Southeastern University.

Khalid, S. A. (2005). *Organizational citizenship behavior, turnover intention and absenteeism of hotel employees.* Unpublished doctoral dissertation, Universiti Utara Malaysia.

Khatri, N., Fern, T. C., & Budhwar, P. (2001). Explaining employee turnover in an Asian context. *Human Resources Management Journal,* 11(1), 54-74.

Kitayama, S., Snibbe, A. C., Markus, H. R., & Suzuki, T. (2004). Is there any free choice? Self and dissonance in two cultures. *Journal of Psychological Science,* 15(8), 527-533.

Kittiruengcharn, N. (1997). *Impacts of job and organizational satisfaction, and organizational commitment on turnover intention in Thai public sector engineers.* Unpublished master theses, Concordia University, Canada.

Klein, A., Waxin, M. F., & Radnell, E. (2009). The impact of the Arab national culture on the perception of ideal organizational culture in the United Arab Emirates an empirical study of 17 firms. *Education, Business and Society: Contemporary Middle Issues Journal,* 2(1), 44-56.

Knutson, T. J. (2004). Thai cultural values: Smiles and sawasdee as implications for intercultural communication effectiveness. *Journal of Intercultural Commu nication Research, 33,* 147.

Knutson, T. J., Komolsevin, R., Chatiketu, P., & Smith, V. R. (2003). A cross-cultural comparison of Thai and US American rhetorical sensitivity: implications for intercultural communication effectiveness, *International Journal of Intercultural Relation, 27*, 63-78.

Koh, H. C., & Goh, C. T. (1995). An analysis of the factors affecting the turnover intention of non-managerial clerical staff: a Singapore study. *The International Journal of Human Resource Management, 6*(1), 103-125.

Komin, S. (1990). Psychology of the Thai people: values and behavioral patterns. *Bangkok: National Institute of Development Administration, Thailand.*

Kreitner, R., & Kinicki, A. (2007). *Organizational behavior (7 ed).* McGraw-Hill Irwin.

Krishnan, V. R. (2001). Value system of transformational leaders. *Leadership and Organization Development Journal, 22*(3), 126-131.

Krishnan, V. R. (2005). Transformational leadership and outcomes: role of relationship duration. *Leadership and Organization Development Journal, 26(6), 442-457.*

Kuean W. L., Kaur, S., & Wong, E. S. K. (2010). The relationship between organizational commitment and intention to quit: the Malaysian companies perspective. *Journal of Applied Sciences, 10*(19), 2251-2260.

Kumar, R., Ramendran, C., & Yacob, P. (2012). A study on turnover intention in fast food industry: employees fit to the organizational culture and the important of their commitment. *International Journal of Academic Research in Business and Social Sciences, 2*(5), 9-42.

Labatmediene, L., Endriulaitiene, A., & Gustainiene, L. (2007). Individual correlates of organizational commitment and intention to leave the organization. *Baltic Journal of Management,* 2(2), 196-212.

Lambert, E. G. (2006). I want to leave: a test of a model of turnover intent among correctional staff. *Applied Psychology in Criminal Justice*, 2, 57-83.

Lambert, E. G., Hogan, N.L., & Barton, S. M. (2001). The impact of job satisfaction on turnover intent: a test of a structural measurement model using a national sample of workers. *Journal of The Social Science*, 38, 233-250.

Lamsa, A. M., & Savolainen, T. (2000). The nature of managerial commitment to strategic change. *Journal of Leadership & Organization Development*, 21(6), 297-306.

Laohavichien, T., Fredendall, L. D., Cantrell, R. S. (2011). Leadership and quality Management practices in Thailand. *International Journal of Operations & Production Management,* 31(10), 1048-1070.

Lau, C. M., & Ngo, H. Y. (1996). One country many culture: Organizational cultures of firms of different country origins. *International Business Review Journal*, 5(5), 469-486.

Lau, C. M., & Ngo, H. Y. (2001). Organization Development and firm performance: a comparison of multinational and local firms. *Journal of International Business Studies,* 32(1), 95-114.

Law, D. W. (2005). Interactive organizational commitment and hardiness in public accountants' turnover. *Managerial Auditing Journal*, 20, 383-393.

Lawler, J. J. (1996). Diversity issues in South-East Asia: the case of Thailand. *International Journal of Manpower,* 17(4/5), 152-167.

Lawler, J. J., & Siengthai, S. (1997). Human resource management and strategy in the Thai banking industry. *Research and Practice in Human Resource Management Journal,* 5(1), 73-88.

Lee, C. H., Hsu, M. U., & Lien, N. H. (2006). The impacts of benefit plan on employee turnover: a firm-level analysis approach on Taiwanese manufacturing industry. *The International Journal of Human Resource Management,* 17(11), 1951-1975.

Lee, G. O. M. (1999). The managerial implications of labour importation in Hong Kong. *International Journal of Manpower*, 20(7), 469-482.

Lee, S. K. J., & Yu, K. (2004). Corporate culture and organizational performance. *Journal of Management Psychology*, 19, 340-359.

Lee, T. R., Chen, S. Y., Wang, S. H., & Dadura, A. (2010). The relationship between spiritual management and determinants of turnover intention. *Journal of European Business Review*, 22(1), 102-116.

Lee, T. W., & Mitchell, T. R. (1994). An alternative approach: the unfolding model of voluntary employee turnover. *Journal of Academy of Management review*, 19, 51-89.

Li, P. P. (1998). The evolution of multinational firms from Asia: A longitudinal study of Thaiwan's acer group. *Journal of Organizational Change*, 11(4), 321-337.

Liang, T., Chan. L., Lin, C., & Huang, Y. (2011). Relationship between leadership behaviors and task performance: The mediation role of job satisfaction and the moderation role of social distance. *African Journal of Business Management,* 5(14), 5920-5929.

Lievencs, F., Geit, P. V. & Coetsier, P.(1997). Identification of Transformational Leadership Qualities: An Examination of Potential Biases. *European Journal of Work and Organizational Psychology,* 6(4), 415-430.

Limsila, K., & Ogunlana, S. O. (2008). Performance and leadership outcome correlates of leadership styles and subordinate commitment. *Journal of Engineering Construction and Architectural Management*, 15(2), 164-184.

Linn, M. (2008). Organizational culture: an important factor to consider. *The Bottom Line Managing Library finance,* 21(3), 88-93.

Limyothin, P., & Trichun, C. (2012). The structural equation model of factors influencing the hotel staff in Thailand's intention to quit. *International Journal of Human Resource Studies,* 2(3), 22-35.

Liu, Y. (2009). Perceived organizational support and expatriate organizational citizenship behavior, the mediating role of affective commitment towards the parent company. *Journal of Personnel Review,* 38(3), 307-319.

Lo, M. C, Ramayah, T., & Min, H. W. (2009). Leadership styles and organizational commitment: a test on Malaysia manufacturing industry. *African Journal of Marketing Management,* 1(6), 133-139.

Lo, M, Ramayah, T., & Run de, E. C. (2010). Does transformational leadership style foster commitment to change? The case of higher education in Malaysia. *Procedia Social and Behavioral Sciences,* 2, 5384-5388.

Lok, P., & Crawford, J. (1999). The relationship between commitment and organizational culture, subculture, leadership style and job satisfaction in organizational change and development. *Journal of Leadership & Organization Development*, 20, 365-373.

Lok, P., & Crawford, J. (2001). Antecedents of organizational commitment and the mediating role of job satisfaction. *Journal of managerial psychology*, 16, 594-613.

Lok, P., & Crawford, J. (2004). The effect of organizational culture and leadership style on job satisfaction and organizational commitment; A cross national comparison. *Journal of Management Development*, 23, 321-338.

Long, C. S., Thean, L. Y. (2012). Employees' turnover intention: A leadership issue?. *International Journal of Future Computer and Communication*, 1(3), 229-231.

Long, C. S., Thean, L. Y., Wan Ismail, W. K., & Jusoh, A. (2012). Leadership styles and employees' turnover intention: exploratory study of academic staff in a Malaysia college. *World Applied Sciences Journal,* 19(4), 575-581.

Low, P. S. (1984). Singapore-based subsidiaries of US multinationals and Singaporean firms: a comparative management study. *Asia Pacific Journal of Management*, September 1984, 29-39.

Lucas, L. M. (2010). The role of teams, culture and capacity in the transfer of Organizational practices. *The Learning Organization,* 17(5), 419-436.

Luna-Arocas, R. & Camps, J. (2008). A model of high performance work practices and turnover intentions. *Journal of Personnel Review*, 37 (1), 26-46.

Lund, D. B. (2003). Organizational culture and satisfaction. *Journal of Business & Industrial Marketing,* 18, 219-236.

Luthans, F. (2005). *Organizational Behavior (10th ed.).* The McGraw-Hill Company, Inc.

Luthans, F., Zhu, W., & Avlio, B. J. (2006). The impact of efficacy on work attitudes across cultures. *Journal of World Business*, 41, 121-132.

Lynch, J. E., & Tuckey, M. (2008). The police turnover problem: fact or fiction?. *Policing: An International Journal of Police Strategies & Management*, 31(1), 6-18.

MacIntosh, E. W., & Doherty, A. (2010). The influence of organizational culture on job satisfaction and intention to leave. *Sport management Review Journal,* 13, 106-117.

Maertz, C. P., & Campion, M. A. (1998). 25 years of voluntary turnover research: a review and critique. *Journal of international review of industrial and organizational psychology*, 13, 49-81.

Maertz, C. P., & Campion, M. A. (2004). Profiles in quitting: integrating process and content turnover theory. *Academy of Management Journal*, 47(4), 566-582.

Maertz, C. P., & Kmitta, K. R. (2012). Integrating turnover reasons and shocks with turnover decision processes. *Journal of Vocational Behavior*, xxx, xxx-xxx.

Makhbul, Z. M., Rahid, M. R., & Hasun, F. M. (2011). What made they go? *Journal of global management*. 1(1), 13-22.

Manetje, O., & Martins, N. (2009). The relationship between organizational culture and organizational commitment. *Southern African Business Review Journal* 13(1), 87-111.

March, J. G., & Simon, H. A. (1958). *Organization.* In New York: Wiley.

Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Journal of Psychological Bulletin*, 108, 171-194.

Matthew, Lt., & Bouma, F. (2004). *An analysis of nursing turnover in long term care. Medical programs recruiter Navy Recruiting District Indianapolis, IN.*

Maxwell, G., & Steele, G. (2003). Organizational commitment: a study of managers in hotels. *International Journal of Contemporary Hospitality Management*, 15(7), 362-369.

Mcbey, K., & Karakowsky, L. (2000). Examining sources of influence on employee turnover in the part-time work context. *Journal of Leadership an Organization Development*, 21, 136-144.

Mercer, W. M. (2000). *Attracting and retaining registered nurses; survey results*. Chicago IL, 1-8.

Messner, W. (2013). Effect of organizational culture on employee commitment in the Indian IT services sourcing industry. *Journal of Indian Business Research,* 5(2), 76-100.

Meyer, J. P., & Allen N. J. (1991). A three-component conceptualization of organizational commitment. *Journal of Human Resource Management Review,* 1(1), 61-89.

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory research and application*. Thousand Oaks, CA: Sage.

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: a meta-analysis of antecedents, correlates and consequences. *Journal of Vocational Behavior*, 61, 20-52.

Meyer, J. P., Stanley, D. J., Herscovitch, L. & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta- analysis of antecedents, correlates, and consequences. *Journal of Vocational Behaviour,* 61, 20-52.

Miroshnik, V. (2002). Culture and international management: a review. *Journal of Management Development,* 21(7), 521-544.

Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62(2), 237-240.

Mobley, W. H. (1982). *Employee Turnover: Causes, Consequences, and Control.* Addison-Wesley publishing company.

Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978). An evaluation of precursors of hospital employee turnover. *Journal of Applied Psychology*, 63, 408-414.

Mobley, W. H., Griffeth, R.W., Hand, H. H., & Meglino, B. M.(1979). Review and conceptual analysis of the employee turnover process. *Psychological Bulletin,* 86, 495-522.

Mohamed, A. (1988). A behavioural proxy model for employee turnover: results from a Singapore study. *Asia Pacific Journal of Management*, 5, 197-206.

Mohammad, E.; & Nathan, S. (2008). Antecedents and consequences of financial analyst turnover. *Review of Accounting and Finance Journal*, 7 (4), 355-371.

Moncarz, E., Zhao, J. & Kay, C. (2009). An exploratory study of US lodging properties' organizational practices on employee turnover and retention. *International Journal of Contemporary Hospitality,* 21(4), 437-458.

Morrell, K., Loan-Clarke, J., & Adrian, W. (2001). Unweaving leaving: the use of models in the management of employee turnover. *International Journal of Management Reviews,* 3(3), 219-244.

Mowday, R. T., Porter, L. W., & Steer, R. M. (1982). *Employee-organization linkage.* Academic Press, New York, NY.

Morrell, K. M., Clarke, J. L., & Wilkinson, A. J. (2004). Organizational change and employee turnover. *Journal of personnel review*, 33, 161-173.

Mosadeghrad, A.M. (2003b). *Principles of Health care administration*. Diagram Tehran, Tehran.

Mosadeghrad, M. A., & Yarmohammadian, H. M. (2006). A study of relationship between managers' leadership style and employee' job satisfaction. *Journal of Leadership in Health Services*, 19, xi-xxviii.

Muenjohn, N., & Armstrong, A. (2007). Transformational leadership: The influence of culture on the leadership behaviour of expatriate managers. *International Journal of Business and Information,* 2(2), 265-283.

Mujtaba, B. G., Afza, T., & Habib, N. (2011). Leadership tendencies of Pakistanis: exploring similarities and differences based on age and gender. *Journal of Economics and Behavioral Studies,* 2(5), 199-212.

Murhrush, W. (2002). *Reducing employee turnover, Business an industry specialist, University of Missouri Extension.* www.missouribusiness.net/cq/2002/reading-employee-turnover.asp.

Murphy, K. R. & Myors, B. (2004). *Statistical power analysis: A simple and general model for traditional and modern hypothesis test.* New Jersey: Lawrence Erlbaum Associates, Inc.

Muthuveloo, R., & Rose, R. C. (2005). Typology of organizational commitment. *American Journal of Applied Science*, 2, 1078-1081.

National Statistical Office (2011). Statistical Yearbook, Thailand 2011.

Naumann, E. (1992). A conceptual model of expatriate turnover. *Journal of International Business Studies,* 23(3), 499-531.

Neuhauser, C. (2007). Project manager leadership behavior and frequency of use by female project managers. *Project Management Journal,* 38(1), 21-31.

Neupert, K.E., Baughn, C.C., & Dao, T. T. L. (2005). International management skills for success in Asia: A needs-based determination of skills for foreign managers and local managers. *Journal of European Industrial Training,* 29(2), 165-180

Ngamchokchaicharoen, R. (2003). A study of organizational commitment in Thailand. *Ashrae Journal,* Ashrae Thailand Chapter.

Ngethe, J. M., Namusonge, G.S., Iravo, M. (2012). Influence of leadership style on academic staff retention in public universities in Kenya. International *Journal of Business and Social Science*, 3(21), 297-302.

Noble, C. (1997). The Management of Training in Multinational Corporations: Comparative Case Studies. *Journal of European Industrial Training*, 21(Feb./ March): 102-110.

Nongo, E. S., & Lkyanyon, D. N. (2012). The influence of corporate culture on employee commitment to the organization. *International Journal of Business and Management,* 7(22), 1-8.

Norusis, M.J. (1997). SPSS 7.5 *Guide to data analysis.* New Jersey: Prentice Hall.

Noypayak, W., & Speece. M. (1998). Tactics to influence subordinates among Thai managers. *Journal of Managerial Psycholog*y, 13 (5/6), 343-358.

Nunnally, J. C. (1978). *Psychometric theory* (2nd ed.). NY: McGraw Hill.

Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3rded.). New York: Mc Graw-Haill.

Nye, C. (2006). Understanding and misunderstanding in cross-cultural practice: further conversations with Suwanrang. *Clinical Social Work Journal,* 34(3), 303-317.

Obalola, M., Aduloju, K., & Olowokudejo, F. (2012). Organizational commitment and corporate ethical value: exploring the nexus between employees' psychological contract and firms' ethical behavior in the Nigerian insurance industry. *Journal of Management and Sustainability*, 2(1), 43-56.

O'Connor, N. (1995). The influence of organizational culture on the usefulness of budget participation by Singaporean-Chinese managers. *Accounting, Organizations and Society Journal*, 20 (5), 383-404.

O'Connell, M. & Kung, M. C. (2007). The cost of employee turnover. *Journal of Ind. Manage*, 49, 14-19.

Ongori, H. (2007). A review of the literature on employee turnover. *African Journal of Business Management*, ISSN 1993-8233, 049-054.

Ono, H. (2007). Careers in Foreign- Owned firms in Japan. *American Sociological Review Journal,* 72(2), 267-290.

Paille, P., Fournier, P. S., & Lamontagne, S. (2011). Relationships between commitments to the organization, the superior and the colleagues, and the intention to leave among truckers. *International Journal of Organizational Analysis,* 19(2), 92-108.

Park, J. S., & Kim, T. H. (2009). Do types of organizational culture matter in nurse job satisfaction and turnover intention?. *Journal of Leadership in Health Service,* 22, 20-38.

Patrayutvat, J. (2009). *The relationship between demographic factors, job satisfaction, and organizational commitment with turnover intention in the manufacturing industry of Thailand.* Unpublished doctoral dissertation, Ramkhamhaeng, University, Thailand.

Perryer, C., Jordan, C., Firns, L., & Travaglione, A. (2010). Predicting turnover intentions: The interactive effects of organizational commitment and perceived organizational support. *Management Research Review,* 33(9), 911-923

Peterson, S. L. (2004). Toward a Theoretical Model of Employee Turnover: A Human Resource Development Perspective, *Human Resources Development review,* 3(3), 209-227.

Perterson, S. L. (2007). Managerial turnover in US retail organizations. *Journal of Management Development,* 26(8), 770-789.

Petison, P., & Johri, L. (2008). Managing local employees: expatriate roles in a subsidiary. *Management Decision Journal*, 46(5), 743-760.

Popper, M., & Druyan, N. (2001). Cultural prototypes? Or leaders' behaviors? A study on workers' perceptions of leadership in an electronic industry. *Journal of managerial psychology*, 16, 549-558.

Porter, M. E. (1990). *The competitive advantage of nations*. Free Press, New York.

Porter, L. W., & Steers, R. M. (1973). Organizational, work, and personal factors in employee turnover and absenteeism. *Psychological Bulletin,* 80(2), 151-176.

Porter, L. W., Steer, R. M., & Mowday, R. T. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology,* 59 (5), 603-609.

Poulis, K., Yamin, M. & Poulis, E. (2011). Domestic firms competing with multinational enterprises: The relevance of resource-accessing alliance formations. *International Business Review Journal, xxx, xxx-xxx.*

Price, J. L. (1977). *The study of turnover.* Iowa State University Press, Ames IA.

Puvitayapham, A. (2008). Talent management practices in selected companies listed on stock exchange of Thailand (SET) *Educational Journal of Thailand*, 2(1), 1-9.

Rahman.A., Naqvi, S. M. M. R., & Ramay, M. I., (2008). Meaning turnover intention: A study of IT professionals in Pakistan. *Journal of International Review of Business Research Papers*, 4(3), 44-45.

Rad, A. M., & Yarmohammadian, M. H. (2006). A study of relationship between managers leadership style and employees job satisfaction. *Leadership and Health Service Journal.* 19(2): xi – xxviii.

Rajapakshe, W. (2002). *Analysis of factors affecting labor turnover in the garment industry in Sri Lanka: implications for government policy.* Unpublished doctoral dissertation, National Institute of Development Administration, Thailand.

Ralston, D. A., Hallinger, P., Egri, C. P. & Naothinsuhk, S. (2005). The effects of culture and life stage on workplace strategies of upward influence: a comparison of Thailand and the United States. *Journal of World Business*, 40, 321-337.

Ramachandran, S., & Krishnan, V. R. (2009). Effect of transformational leadership on followers' and normative commitment: culture as moderator. *Journal of Great Lakes Herald,* 3(1), 23-38.

Ramanatan, Z. (2010). Trend of employees salary in year 2010. *Prachachat Busiesss*, 16

Ramlall, S. (2003). Managing employee retention as a strategy for increasing organizational competitiveness. *Applied H.R.M Research,* 8(2), 63-72.

Ramstetter, E. D. (2004). Labor productivity, wages, nationality, and foreign ownership shares in Thai manufacturing, 1996-2000. *Journal of Asian Economics,* 14, 861-884.

Randeree, K., & Chaudhry, A. G. (2012). Leadership- style, satisfaction and commitment: an exploration in the United Arab Emirates' construction sector. *Journal of Engineering Construction and Architectural Management*, 19(1), 61-85.

Rashid, M. Z. A, & Sambasivan, M. & Johari, J. (2003). The influence of corporate culture and organizational commitment of performance. *Journal of Management Development,* 22(8), 708-728.

Rasiah, R. (2008). Conclusions and implications: The role of multinationals in technological capability building and localization in Asia. *Asia Pacific Business Review Journal*, 14(1), 165-169.

Rasiah, R., Malakolunthu, A. (2009). Technological intensities and economic performance: a study of foreign and local electronics firms in Malaysia. *Asia Pacific Business Review Journal*, 15(2), 181-197.

Reade, C. (2003). Going the extra mile: local managers and global effort. *Journal of Managerial Psychology,* 18(3), 208-228.

Reiche, B. S. (2007). The effect of international staffing practices on subsidiary staff retention in multinational corporations. *International Journal of Human Resource Management,* 18(4), 523-536.

Reiche, B. S. (2008). The configuration of employee retention practices in multinational corporations' foreign subsidiaries. *Journal of International Business Review,* 17, 676-687.

Reichers, A. E. (1985). A review and reconceptualization of organizational commitment. *Journal of the Academy of Management Review*, 10(3), 465-476.

Richard, O. C**.**, McMillan-Capehart, A., Bhuian, S., Taylor, E. (2009). Antecedents and consequences of psychological contracts: Does organizational culture really matter*? Journal of Business Research*, 62(8), 818-825.

Riley, D. (2006). *Turnover intention: the mediation effects of job satisfaction, affective commitment and continuance commitment*. Master Thesis, University of Waikato.

Ringov, D. & Zollo, M. (2007). Corporate responsibility from a socio-institutional perspective the impact of national culture on corporate social performance. *Journal of Corporate Governance*, 7(4), 476-485.

Robbins, S. (2005). *Organizational behavior*, 11ed. Pearson prentice hall, New Jersey.

Rodsutti, M. C., & Swierczek, F.W., (2002). Leadership and organizational effectiveness in multinational enterprises in Southeast Asia. *Journal of Leadership & Organization Development,* 23, 250-259.

Rose, R. C., Kumar, N., Abdullah, H., & Ling, G. Y. (2008). Organizational culture as a root of performance improvement research and recommendation. *Journal of Contemporary Management Research,* 4, 43-56.

Rose, R. C., & Kumar, N., & Pak, O. G. (2009). The effect of organizational learning on organizational commitment, job satisfaction and work performance. *The Journal of Applied Business Research,* 25(6), 55-65.

Runglertkrengkrai, S., & Engkaninan, S. (1987). The Pattern of Managerial Behaviour in Thai Culture. *Asia Pacific Journal of Management,* 5(1), 8-15.

Rungruang, P. (2007). The three component model of organizational commitment in Thailand. *TMC Academic Journal*, 2(2), 55-70.

Rungruang, P., & Tangchitnob, J. N. (2009). Antecedents of affective organizational commitment: A study of state-owned enterprise employees in Thailand. In J. Connell, D. Jepsen, R. Johns & K. Spooner (Eds). *Proceedings of the 17th Annual Conference of the International Employment Relations Association (IERA)* (pp. 197-215), 30 June - 3 July, 2009, Mahidol University, Bangkok, Thailand.

Rusbult, C. E., & Farrell, D. (1983). A longitudinal test of the investment model: the impact on job satisfaction, job commitment, and turnover of variations in rewards, costs, alternatives, and investments. *Journal of Applied Psychology*, 68(3), 429-438.

Russell, R. G. (1996). *The relationship between transformational and transactional leadership style and employee turnover intentions.* Unpublished doctoral dissertation, Nova Southeastern University, USA.

Sabir, M. S., Razzaq, A. & Yameen, M. (2010). Impact of organization culture on the employee's commitment: Relationship between levels of organizational culture with commitment. *Business Journal,* 3(1), 88-95.

Sabir, M. S., Sohail, A., & Khan, M. A. (2011). Impact of leadership style on organizational commitment: In a mediating role of employee values. *Journal of Economics and Behavioral Studies*, 3(2), 145-152.

Sahin, F. (2011). Affective commitment as a mediator of the relationship between psychological climate and turnover intention. *World Applied Sciences Journal,* 14(4), 523-530.

Sakchaicharoenkul, R. (2009). *Turnover in information technology professionals in Thailand.* Unpublished doctoral dissertation, Nova Southeastern, University, USA.

Sandhu. H., & Kaur, K. (2010). Augmenting subordinates' commitment: the role of transformational leadership. *International Journal of Organizational Behavior,* 15(1), 15-35.

Sarros, J. C., & Santora, J. C. (2001). The transformational-transactional leadership model in practice. *Leadership & Organization Development Journal,* 22(8), 383-393.

Sauers, D. A., Lin, S. C.H., Kennedy, J. Schrekler, J. (2009). A comparison of performance appraisal practices of US multinational subsidiaries with parent company and local Taiwanese practices. *Journal of Management Research News*, 32(3), 286-296.

Schein, E. H. (1989). *Organizational culture and leadership*. Jossey-Bass, San Francisco.

Schein, E. H. (1990). Organizational culture. *American Psychologist*, 43 (2), 109-119.

Schien, E. H. (1992*). Organizational culture and leadership* (2nd ed.)*. San Francisco: Jossey Bass Inc.

Schein, E. H. (2004). *Organizational culture and leadership* (3rd.ed). Jossey-Bass, San Francisco.

Schell IV, W. J., Youngblood, A. D., & Farrington, P. A. (2008). An investigation into the antecedent experiences of transformational leaders: research approach and initial finding. *Proceeding of the 2008 Engineering Research Conference.*

Schermerhorn, J. R., Hunt, J. G., & Osborn, R. N. (2008). *Organizational behavior* (10th ed.). John iley & Sons, Inc.

Sebora, T., Theerapatvong, T., & Lee, S.M. (2010). Corporate entrepreneurship in the face of changing competition: A case analysis of six Thai manufacturing firms. *Journal of Organizational Change,* 23(4), 453-470.

Sekaran, U. (2003). *Research methods for business: A skill building approach* (4 ed.). NY: John Wiley & Sons, Inc.

Sellgren, S., Ekvall, G., & Tomson, G. (2007). Nursing staff turnover: does leadership matter?. *Journal of Leadership in Health Services*, 20, 169-183.

Selmer, J. (1997). Differences in leadership behaviour between expatriate and local bosses as perceived by their host country national subordinates. *Journal of leadership & organization development*, 18(1), 13-22.

Sethi, V., & King, R. C. (1998). The multidimensional nature of organizational commitment. *Journal of Information Technology Management,* IX (I), 13-6.

Shah, I. A., Fakhr, Z., Ahmad, M. S., & Zaman, K. (2010). Measuring push, pull and personal factors affecting turnover intention: a case of university teachers in Pakistan. *Review of Economic & Business Studies,* 3(1), 167-192.

Shah, T. A., Nisar, M., Rehman, K., & Rehman, I. (2011). Influence of transformational leadership on employees outcomes: Mediating role of empowerment. *African Journal of Business Management*, 5(21), 8558-8566.

SharifHeravi, M. G., Shahidi, E. S. & Mahmood, N. H. N. (2010). Inv the relationships between leadership style and personnel turnover intention in IT companies in Iran. *SIGMIS-CPR'10,* May 20-22, 48-54.

Shaw, J. D., Delery, J. E., Jenkins, G. D., Gupta, N. (1998). An organization level analysis of voluntary and involuntary turnover. *Academy of Management Journal,* 41, 511-525.

Sheridan, J.E. (1992). Organizational Culture and Employee Retention. *Academy of Management Journal,* 35(5), 1036-1056.

Shim, S. (2010). Factors influencing child welfare employee's turnover: Focusing on organizational culture and climate. *Children and Youth Service Review,* 32, 847-856.

Shim, S. R., Lusch, R. & Goldsberry, E. (2002). Leadership style profiles of retail manager: personal, organizational and managerial characteristics. *International Journal of Retail & Distribution Management*, 30, 186-201.

Shin, S. J., & Morgeson, F. P., & Campion, M.A. (2007). What you do depends on where you are: understanding how domestic and expatriate work requirements depends upon the cultural context. *Journal of International Business Studies*, 38, 64-83.

Shore, L. M., Barksdale, K., & Shore, T. H. (1995). Managerial perceptions of employee commitment to the organization. *The Academy of Management Journal*, 38(6), 1593-1615.

Shore, L. M., Newton, L. A., & Thornton, G. C. (1990). Job and organizational attitudes in relation to employee behavioral intention. *Journal of Organizational Behavior,* 11, 57-67.

Sigma. (2006). *Overview of employee turnover research.* www.sigmaassessementsytems.com/articles/empturnover.asp.

Silverthorne, C. (2004). The impact of organizational culture and person of organizational commitment and job satisfaction in Taiwan. *The Leadership & Organization Development Journal,* 25(7), 592-599.

Simmons, E. S. (2005). Predictors of organizational commitment among staff in assisted living. *The Gerontologist,* 45, 196-205.

Somers, M. J. (1995). Organizational commitment, turnover and absenteeism: an examination of direct and indirection effects. *Journal of Organizational Behavior,* 16, 49-58.

Sopachitwattana, P. (1999). *An examination of the effects of participative management and cultural values on organizational commitment for American and Thai managers.* Unpublished doctoral dissertation, Nova Southeastern, University, USA.

Srepheng, T. (2007). Salary, bonus and trend of human resource in Thailand. Retrieved November 4, 2008, from http://www. matichon.co.th/ praxhachat/news_detail.php.

Sriberjachot, S. (2007). Impact of leadership style on follower performance indirect selling industry in Thailand. *RU. Int. Journal*, 1(1), 119-136.

Srisilpsophon, P. (1999). *Transformational leadership and performance outcomes of multinational corporations in Thailand.* Unpublished doctoral dissertation, Nova Southeastern, University, USA.

Sriussadaporn, R. (2006). Managing international business communication problems at work: a pilot study in foreign companies in Thailand. *Cross Cultural Management An International Journal,* 13(4), 330-334.

Stajkovic, A. D., & Luthans, F. (2003). Behavioral management and task performance in organization: conceptual background, meta-analysis, and test of alternative model. *Journal of Personnel Psychology*, 56, 155-194.

Stallworth, H. L. (2003). Mentoring, organizational commitment and intention to leave public accounting. *Journal of Managerial Auditing*, 18(5), 405-418.

Stallworth, H. L. (2004). Antecedents and consequences of organizational commitment to accounting organization. *Managerial Auditing Journal*, 19, 945-955.

Steers, R. M., Sanchez-Runde, C. J., & Nardon, L. (2012). Culture, cognition, and managerial leadership. *Asia Pacific Review Journal,* 18(3), 425-439.

Stone, A., Russell, R., & Patterson, K. (2004). Transformational versus servant leadership: a difference in leader focus. *The Leadership & Organization Development Journal,* 25(4), 349-361.

Suliman, A. M. T. (2002). Is it really a mediating construct? The mediating role of organizational commitment in work climate-performance relationship. *Journal of Management Development,* 21(3), 170-183.

Sumetzberger, W. (2005). Management human resources in a multinational context. *Managing Human resources,* 29(8), 663-674.

Suthisai, W. (2001). *Employee involvement, work-related values, and organizational commitment in Thai manufacturing companies.* Unpublished doctoral dissertation, University of San-Diego, USA.

Sweeney, J., Hausknecht, D., & Soutar, G. (2000). Cognitive dissonance after purchase: a multidimensional scale. *Journal of Psychology & Marketing*, 17(5), 369-385.

Swierczek, W. F. & Onichi, J. (2003). Culture and conflict: Japanese Managers and Thai subordinates. *Culture and conflict,* 32(2), 187-210.

Tabachnick, B. G., & Fidell, L. S. (2001b). *Using multivariate statistic* (4th ed). Needham Heights, MA: Allyn & Bacon.

Telci, E. E., Maden, C., & Kantur, D. (2011). The theory of cognitive dissonance: A marketing and management perspective. *Procedia Social and Behavioral Sciences Journal*, 24, 378-386.

Taleghani, G., Salmani, D., & Taatian, A. (2010). Survey of leadership styles in different cultures. *Iranian Journal of Management Studies,* 3(3), 91-111.

Taplin, I. M., & Winterton, J. (2007). The importance of management style in labour retention. *International Journal of Sociology and Social Policy*, 27, 5-18.

Terborg, R., & Lee, T. W. (1984). A predictive study of organizational turnover rate. *Academy of Management Journal,* 27(4), 793-810.

Testa, R. M. (2002). Leadership dyads in the cruise industry: the impact of cultural congruency. *Hospitality Management,* 21, 425-441.

Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta-analytic findings. *Journal of Personnel Psychology*, 46, 259-294.

Thailand Board of Investment, Annual Report 2010. Website: http://www.boi.go.th.

Thailand Board of Investment, Annual Report 2011. Website: http://www.boi.go.th.

Theeraruk, B. (2004). *Job Satisfaction, Supervisor leadership and turnover intention of operators in an electronics industrial factory*. Unpublished Master thesis, Thamasat University, Thailand.

Thoongsuwan, A. (1998). *Social exchange in Thai organizations: the factors influencing organizational citizenship behavior.* Unpublished doctoral dissertation, University of Sarasota, USA.

Tompson, H., & Werner, J. M. (1997). The impact of role conflict/facilitation on core and discretionary behaviors: testing a mediated model. *Journal of Management,* 23(4) 583-601.

Trang, I., Armanu, Sudiro, A., Noermijati. (2013). Organizational commitment as mediation variable influence of work motivation, leadership style and learning organization to the employees performance (studies at PT. Pelabuhan Indonesia IV (limited) Branch Bitung). *Journal of Business and Management,* 7(2), 12-25.

Tse, H. H.M., Huang, X., Lam, W. (2013). Why does transformational leadership matter for employee turnover? A multi-foci social exchange perspective. *The Leadership Quarterly Journal*, 24(2013), 763-776.

Tseng, S. M. (2010). The effects of hierarchical culture on knowledge management processes. *Journal of Management Research Review*, 33(8), 827-839.

Tumwesigye, G. (2010). The relationship between perceived organizational support and turnover intentions in developing country: The mediating role of organizational commitment. *African Journal of Business Management,* 4(6), 942-952.

Udo, G. J., Guimaraes, T., & Igbaria, M (1997). An investigation of the antecedents of turnover intention for manufacturing plant manager. *International Journal of Operation & Production Management,* 17(9), 912-930.

Urrabaza, C. K. (2006). Management's role in shaping organizational culture. *Journal of Nursing Management*, 14, 188-194.

Valle, M., Witt, L. A. (2001). The moderating effect of teamwork perception on the organizational politics-job satisfaction relationship. *The Journal of Social Psychology*, 14(3), 379-388.

Vandenberg, R. J., & Nelson, J. B. (1999). Disaggregating the motives underlying turnover intention: when do intentions predict turnover behavior?. *Journal of Human Relations,* 52(10), 1313-1336.

Verluyten, S. P. (1997). Some culture aspects of Thai companies, with recommendations for Westerners. *Centre for international management and development antwerp,* case discussion paper No.14.

Visitchaichan, S. (2004). Strategic human resource management in Thailand. *Journal of Management.* 9-19.

Vondey, M. (2008). Follower-focused leadership: effect of follower self-concepts and self determination on organizational citizenship behavior. *Emerge in Leadership Journal,* 1(1), 52-61.

Voon, M. L., Lo, M. C., & Ayob, N. B. (2011). The influence of leadership style on employees' job satisfaction in public sector organization in Malaysia. *International Journal of Business, Management and Social Sciences*, 2(1), 24-32.

Vos, A. D., & Meganck, A. (2009). What HR managers do versus what employee value exploring both parties' views on retention management from a psychological contract perspective. *Journal of Personnel Review*, 38(1), 45-60.

Vora, D. & Kostova, T. (2007). A model of dual organizational identification in the context of nthe multinational enterprise. *Journal of Organizational Behavior, 28, 327-350.*

Wasti, S.A. (2002). Affective and continuance commitment to the organization: test of integrated model in the Turkish context. *International Journal of Intercultural Relation,* 26, 525-550.

Wasti, S. A. (2003). Organizational commitment, turnover intention and the influence of cultural values. *Journal of Occupational and Organizational Psychology,* 76, 303-321.

Wateetip, C. (1999). *Factors affecting employee turnover in Sony Group of company in Thailand.* Unpublished Master Thesis, The National Institute of Development Administration, Thailand.

Wattanasupachoke, T. (2006). Managerial styles of Asian executives: the case of Thailand. *Internation Journal of Social Sciences*, 1(1), 7-13.

Wells, J. E., & Peacheh, J. W. (2011). Turnover intentions do leadership behaviors and satisfaction with the leader matter?. *Team Performance Management Journal,* 17(1/2), 23-40.

Wendt, H., Euwema, M.C. & Emmerik van. J.I.H.(2009). Leadership and team cohesiveness across cultures, *The Leadership Quarterly*, 20, 358-370.

Williamson, I. O., Burnett, M. F., & Bartol, K. M. (2009). The interactive effect of collectivism and organizational rewards on affective organizational commitment. *Cross Cultural Management and International Journal*, 16(1), 28-43.

Wongrattanapassorn, S. (2000). *An empirical investigation and application of a turnover model in the information technology industry in Thailand.* Unpublished doctoral dissertation, Nova Southeastern University, USA.

Xiancheng, W. (2010). An analysis of the cause of employee turnover intention in hotels. *IEEE Journal*, 5326-5329.

Yang, J. (2005). *The relationships of the organizational culture, commitment to change, and to behavioral support for organizational change in Taiwan,* Unpublished doctoral dissertation, Nova Southeastern University, USA.

Yazdani, B. D., & Yaghoubi, N. M. (2011). Evaluating the relationship between organizational culture and organizational commitment. *Journal of Basic and Applied Scientific Research,* 1(4), 269-274.

Yiing, L. H., & Ahmad, K. Z. B. (2009). The moderating effects of organizational culture on the relationships between leadership behavior and organizational commitment and between organizational commitment and job satisfaction and performance. *Leadership & Organization Development Journal*, 30, 53-86.

Yintsuo, H. (2007). Relationships between national cultures and Hofstede model, and implications for a multinational enterprise. *Proceedings of the 13th Asia Pacific Management Conference, Melbourne Australia,* 1422-1428.

Yong-Tao, Q. (2007). Job opportunity, organizational commitment and turnover intention. *China-USA Business Review*, 6, 62-66.

Yousef, D. A. (1998). Correlates of perceived leadership style in a culturally mixed environment. *Journal of leadership & organization development*, 19, 275-284.

Yousef, D. A. (1998). Satisfaction with job security as a predictor of organizational commitment and job performance in a multicultural environment. *International Journal of Manpower*, 19, 184-194.

Yousef, D. A. (2000). Organizational commitment: a mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western country. *Journal of Managerial Psychology*, 15, 6-28.

Yukl, G. (1999). An evaluation of Conceptual Weaknesses in Transformational and Charismatic Leadership Theories, *Leadership Quarterly,* 10(2), 285-305.

Yukl, G. (2002). *Leadership in organization*. (5th ed.). Prentice Hall, Englewood Cliffs, NJ.

Yukongdi, V. (2010). A study of Thai employees' preferred leadership style. *Asia Pacific Business Review*, 16(1-2), 161-181.

Zain, Z. M., Ishak, R., & Ghani, E. K. (2009). The Influence of corporate culture on organizational commitment: A study on Malaysian listed company. *European Journal of Economics, Finance and Administrative Sciences,* 17, 16-26.

Zeffane. R. M. (1994). Understanding employee turnover: the need for a contingency approach. *International Journal of Manpower*, 15(9/10), 22-37.

Zepeda, S.J. (2006). Cognitive dissonance, supervision, and administrative team conflict. *International Journal of Educational Management,* 20(3), 224-232.

Zhao, W., & Zhou, X. (2008). Intraorganizational career advancement and voluntary turnover in a multinational bank in Taiwan. *Career Development International Journal,* 13(5), 402-424.

Zheng, C. (2009). Keeping talents for advancing service firms in Asia. *Journal of Service Management,* 20(5), 482-502.

Zheng, C., Hyland, P., & Soosay, C. (2007). Training practices of multinational companies in Asia. *Journal of European Industrial Training*, 31(6), 472-494.

Zheng, C. & Lamond, D.(2010). Organizations determinants of employees turnover for multinational companies in Asia. *Asia Pacific Journal Management,* 421-440.

Zikmund, W. G. (2003). *Business research methods* (7th ed.). South-Western: Cengage Learning.