

JOB SATISFACTION AND WORK-LIFE BALANCE AFFECTING RETENTION OF GENERATION Y SUPPORT STAFF: A CASE STUDY OF THE FACULTY OF DENTISTRY OF A UNIVERSITY IN THAILAND DURING COVID-19 PANDEMIC

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ABSTRACT

This study aimed to determine the relationship between job satisfaction, work-life balance, and retention of generation Y (aged 25-45 during data collection) support staff during the COVID-19 pandemic in Thailand. The questionnaire used for this study consisted of 4 parts: 1) personal characteristics; 2) job satisfaction; 3) work-life balance; and 4) employee retention. Data for this cross-sectional study was collected between March 10 to April 17, 2022. The study includes 962 participants, of whom 544 were recruited using a stratified sampling method. SPSS version 18 was used to analyze the data, and the statistical analysis included descriptive statistics, Pearson's product-moment correlation, and stepwise multiple regression. The result showed that job satisfaction, work-life balance, and employee retention mean scores were moderate ($\bar{X} = 3.55$, SD. = 0.52; $\bar{X} = 3.49$, SD. = 0.55; $\bar{X} = 3.52$, SD. = 0.51, respectively). Age, income adequacy, job satisfaction, and work-life balance ($r = 0.122$, 0.153, 0.741, and 0.436, respectively) significantly correlated with the retention of generation Y staff. Moreover, job satisfaction and work-life balance were statistically significant predictors (Beta = 0.676 and 0.160, respectively) and predicted 57.1% retention of generation Y support staff ($R^2 = 0.571$). These results suggest that the Faculty of Dentistry should focus on improving job satisfaction and work-life balance for generation Y support staff to prevent them from leaving the organization.

Keywords: Job Satisfaction, Work-Life Balance, Staff Retention, Generation Y

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