Enhancing Work Environment and Working Relationship for Employee Retention:
A Case Study of Project Management Section, Jyo Electronics, Petchaburi

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Abstract

Companies whose IT departments are overworked and undervalued are at risk for higher turnover. IT employees realize their value in today's market, especially those with the best certifications. An inability to retain employees in a technology department or company will certainly cost money. It can also result in losing other important employees and clients because of employee frustration and stress when customers' work is unable to be completed. IT employers' challenge lies in providing the training to improve their employees' work, while keeping them engaged and wanting to continue to use that training within the company.

The main purpose of this study is on Enhancing Work Environment and Working Relationship for Employee Retention in the Project Management Section of the Company. The study indicates that work environment and working relationship influence the employees' perception towards employee retention.

The researcher used three instruments to gather data from the staff of the PMS of Jyo Electronics. These instruments include the survey questionnaire, observation checklist and interview guideline. The respondents of this research were the 39 staff members of the PMS of Jyo Electronics. Descriptive statistics and t –test were used to analyze the quantitative data in the Pre ODI stage and Post ODI stage. The researcher used the Whole Brain Literacy (WBL) Model to analyze the qualitative data collected through the interviews and observation

The results of the study showed that there is a significant difference in respondent's perception towards employee retention, work environment and working relationship before and after the Organization Development Interventions (ODI). In conclusion, the ODI have impact on Work Environment and Working Relationships in the Project Management Section of Jyo Electronics, Petchaburi.

Keywords: *work environment, working relationship, employee retention, whole brain literacy (WBL)*

Background of the Company

Jyo Electronics Public Company, in Thailand started on 4th December 1989 and the Production Plant in Petchaburi started in the year 1998. This company is based in Taiwan. They are one of the leading Electronics Manufacturing companies that provide services in terms of Original Equipment Manufacturing and Original Design Manufacturing (OEM& ODM) that are exported to the clients from different countries of the world. Their product quality is accepted by the clients from all over the world. The precise manufacturing plan, delicate staffs, strict quality testing process, advance manufacturing technology etc. assures the best products. All these make the company well known, both locally and internationally. The company has the certificate of standard entitled ISO 9002, ISO 14001, QS- 9000 and IEC17025 (Company website).

The company has employees from different parts of the world. As of 31 December 2011, the Company has a total number of 17,895 employees globally (8,249 in China, 6,413 in Thailand ,894 in Taiwan, 855 in Malaysia, 655 in Brazil, 474 in Mexico, 288 in USA and 67 in Singapore). The focal system for this Action Research Project is the Set Top Box production section of Jyo Electronics, Petchaburi Production Plant. They have three projects, namely: Project A, Project P, and Project T. These are customers-based projects.

This research focuses on one of the sub divisions of the project P, which is known as the Project Management Section. In this department, they have a total of 39 staff members including the Project Manager. The division of staff in this section include the: Project Manager (1), Supervisors (2), Senior Engineers (4), Engineers (8) and Technicians (24). They all are the respondents who are involved in this action research project. The products of this plant are: Printers, for the HP Company; Computer Hard Disks, for the Seagate Company and Set Top boxes for the Television.

The Project Management Section is responsible in receiving the designs and models of set top boxes from their customers from different parts of the world. They then study and conduct trial runs. If everything is alright, then, they handover this design or model to the manufacturing department for the next step in the process of the production of set top boxes.

The Issues at Project Management Section

The SWOTAR analysis of the company gives a clear picture of the issues at the project management section. High turnover is the top most issue considered. The following chart shows the rate of turn over for the past three years.

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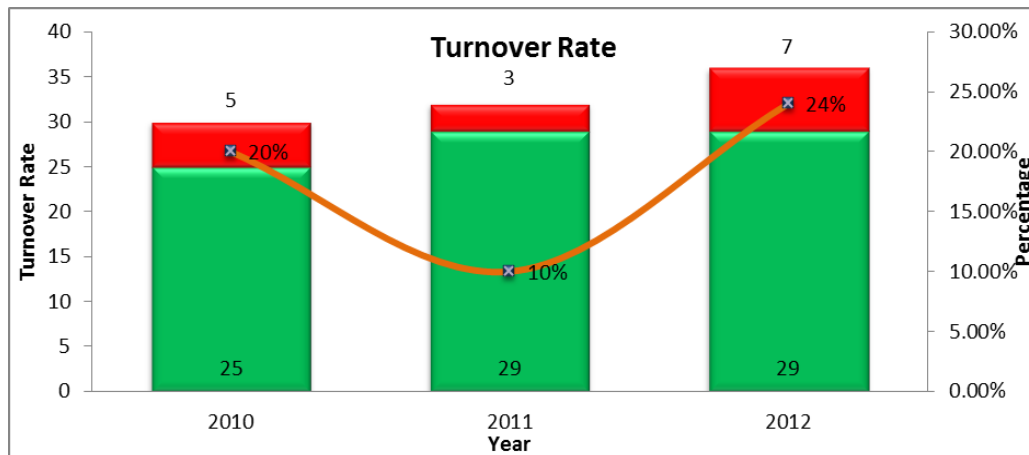Volume 1 Issue 2**

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Figure 1: The Turnover rate in Jyo Electronics

Figure 1 shows the rate of turnover in the project management section of the Jyo Electronics, Petchaburi plant for the last three years. In the year 2010, they had a total number of 30 staffs there in this section and five employees left company (20%). In the year 2011 they had a total number of 32 staffs in this section and three employees left the company (10%). In the year 2012, they had a total number of 36 employees and seven employees left the company (24%). Based on conversations with the Project Manager and the observation of the Company records, it is revealed that they have been facing this serious issue for the past few years. It is noticed that the issue of turnover is mainly among the engineers and technicians who are working in the bottom line. From the initial interactions with the project management section, it is noticed that the staff members were not satisfied with the work environment and working relationship.

SWOTAR Analysis

Strengths: Jyo Electronics is the No.1 electronic products exporter in Thailand with an experienced multinational team. An In House Automation team is one of the specialities of Jyo Electronics in Thailand. The company as a global presence is one of their most important advantage. Jyo Electronics has experience with customers from different continents. Group purchasing is considered as one of the strengths of Jyo Electronics.

Weaknesses: They have a Weak HR team. The poor performance of Human Resource department is one of the reasons for the focused issue, Turnover. The interviews also revealed the fact that the planning team of Jyo Electronics also needs improvement. Other issues   are limited opportunities for sharing the opinions, too much focus on work rather that the human side of the employees, and the felt need for appreciation in the workplace.

Opportunities: The Proposed ASEAN 2015 Plan is one of the best opportunities for them to excel in their business. When this plan comes into reality, the company can start its factories in the borders of Thailand and can hire the labourers from the neighbouring countries. At present Jyo Electronics is making products for other well-

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known companies like HP, Seagate and so on. Introducing its Own Brand Products in the electronics market would be a great opportunity for them to outshine in this business. The advanced manufacturing technology and IT are other opportunities for Jyo Electronics.

Threats: Their Competitors have opened factories in countries like Burma and Vietnam where the labour cost is very low as compared to Thailand; labour cost is also increasing day by day. One of the expected effects of the ASEAN Economic Community (AEC) is that it opens more job opportunities to the employees who are already there in the company.

Aspirations: One of the greatest aspirations of Jyo Electronics, Thailand is to become world leader in the EMS (Electronics Manufacturing Services) industry. They always aspire to become a One Stop Solution provider for solutions and services to their customers at a single location.

Results: The Company aspires to have more factories around the world to support local markets. In the future they expect to develop their own logistics division to strengthen their capacity in providing solutions to customers all over the world. Another important short term plan is the automation of the factory so they can reduce the manual labour with robots and machines. Decreasing the turnover rate is a goal for the company in the near future.

Even though there are many factors which support the success of Jyo Electronics, the issues mentioned in the SWOTAR analysis are considered. The initial interactions with the Project Management Section, revealed that the present situation in the area of work environment and working relationship need to be improved. Thus, the researcher is focused these issues of working relationship among employees and with supervisors as factors supporting employee retention in the Project Management Section.

Review of Literature

The main variables of this Action Research are explained and supported by the various theories as explained below. There is relationship between turn over and job satisfaction. Luthans' (1995) research has revealed a reliable reverse relationship between job satisfaction and turnover. That is, when job satisfaction is high, turnover tends to be low. This study focused on work environment, working relationship and employee retention.

Organisation as a System

A system is a set of interrelated parts unified by the design to achieve some purpose or goal. Organisations are systems. Every organisation can be viewed as a number of interrelated, interdependent parts, each of which contributes to total organisational functioning and to the achievement of the overall organisational goal (Brown, 2006).

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As Owen (1998) stated, an open system having many subsystems, are interrelated to each other and they produce the output. Changes in one subsystem may influence changes in other subsystems and the outputs.

Organisation Development

The objective of Organization Development is to look for different ways to improve performance for more effectiveness and sustainable growth. Organisation Development is an effort: Planned, organisation wide, managed from the top, to increase organisation effectiveness and health, through planned interventions in the organisation's process using behavioural science knowledge (Brown, 2006).

OD is driven by humanistic values. It is a data-based approach to understand and diagnose organizations. It is guided by a change agent, change team, or line management whose primary role is that of facilitator, teacher, and coach rather than a subject matter expert. It recognizes the need for planned follow-up to preserve changes. It involves deliberate interventions and improvements in an organization's processes and structures and requires skills in working with individuals, groups, and whole organizations. It is first and foremost driven by Action Research (McLean, 2005).

Change Management

Today is different from yesterday and day before yesterday. Similarly, tomorrow will not be the same as today and yesterday. It is because of the change that happens around us. Organisational change aims at the enhancement in the organisational efficiency. This change is always for the betterment of the organisation. OD really helps the leaders and managers to tackle and embrace the change as an opportunity rather than a threat (http://www.mindtools.com/pages/article/newPPM_94.htm).

Work Environment

The settings of the work environment impact employee behaviour (Kyriakidou, & Ozbilgin, 2004; Niles, & Harris-Bowlsbey, 2002). Early research on the theory of work adjustment (Dawis, 1994) revealed the belief that employee behaviours do not occur in a vacuum, but in a specific and unique work environment. People placed in work environments that "fit" are more likely to intrinsically enjoy their work. The reverse is true for those placed in work environments that do not "fit". For these employees, normal daily work occurrences may be unpleasant and interpreted more negatively, thus resulting in negative outcomes such as boredom, poor work performance, and lack of satisfaction. Work environment is one of the factors that affect employee's decision to stay with the organization (Zeytinoglu & Denton, 2005).

People want to work for an organization which provides: appreciation for the work done, ample opportunities to grow, a friendly and cooperative environment and a feeling that the company is a home away from home (http://retention.naukrihub.com/retention. html). Workspace designs have a profound impact on workers and tend to live with job as long as satisfied. The focus of

organizations must be on how to provide better jobs with great work environment to retain employees (Levi, 2002).

Working Relationship

A very good working relationship is important for productivity in the business. Interpersonal skills such as communication and cooperation will help the people to get along with their colleagues (Bianca, 2012). Every individual at the workplace shares some relationship with his fellow workers. They need people to talk to, discuss ideas with each other and share their feelings. In a work place people should be comfortable with each other. There are several issues on which an individual cannot take decisions alone. He needs the guidance and advice of others as well. If he does not enjoy a good relation with others no one will ever come to help him. A healthy relation with one's fellow workers would ease the work load on him and in turn increases his productivity.

The organization becomes a happy and pleasant place to work if the people work together as a family. An individual tends to miss focus and attention if his mind is always clouded with unnecessary pressures and tension. When the employees learn to trust others, they will feel relaxed. An employee spends almost 8 hours in a day at his workplace. He must have people around them with whom they can share and discuss their issues and problems (Management Study Guide, 2012).

An individual feels motivated when he is in the company of others whom he can trust and fall back on whenever needed. One feels secure and confident and thus delivers his best. Healthy employee relations also discourage conflicts and fights among themselves. A healthy employee relation reduces the problem of absenteeism at the work place. It is wise to share a warm relation with co-workers, because one doesn't know when he needs them. Working relationship is the harmonized way of dealing with people who are in the workplace.

Employee Retention

Employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Employee retention is beneficial for the organization as well as the employee. Employees today are different. They are not the ones who don't have good opportunities in hand. As soon as they feel dissatisfied with the current employer or the job, they switch over to the next job. It is the responsibility of the employer to retain their best employees. If they don't, they would be left with no good employees. A good employer should know how to attract and retain its employees (http://retention.naukrihub.com/retention.html).

Employee retention will have effects in a company in the following ways: 1. *The Cost of Turnover*: The cost of employee turnover adds hundreds of thousands of money to a company's expenses. 2. *Loss of Company Knowledge*: When an employee leaves, he takes with him valuable knowledge about the company, customers, current projects and past history. 3. *Interruption of Customer Service*: When an employee leaves, the relationships that employee built for the company are detached, which could lead to

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potential customer loss.4. *Turnover leads to more turnovers*: When an employee terminates, the effect is felt throughout the organization. Co-workers are often required to pick up the slack. 5. *Goodwill of the company*: The goodwill of a company is maintained when the erosion rates are low. 6. *Regaining efficiency*: If an employee resigns, then good amount of time is lost in hiring a new employee and then training him/her and this goes to the loss of the company directly which many a times goes unnoticed (http://retention.naukrihub.com/retention.html).

Turnover

Turnover is one of the serious issues which many organisations are facing at present. The layman definition of turnover is to leave any current organization or switching over to other organizations due to some reasons (Peterson, 2009). Moerbeek and Need (2003), found that people who experience a bad atmosphere at work leave more quickly than people who experience a good atmosphere. Employees do not leave an organization without any significant reason. There are certain circumstances that lead to their leaving the organization. The most common reasons can be: A) *Job is not what the employee expected to be. B) Job and person mismatch. C) No growth opportunities*. D) *Lack of appreciation*. E) *Lack of trust and support in co-workers, seniors and management. F) Stress from overwork and work life imbalance*.G)*Compensation.H) New job offer* (http://retention.naukrihub.com/retention.html).

Turnover depends on healthy working environment which means clean and workable atmosphere, where employees feel themselves comfortable and easy to work. Turnover decreases when there are satisfactory working terms with peers because there is negative relationship between turnover and satisfaction with co-workers (Korunka et al., 2008).

Appreciative Inquiry

Appreciative Inquiry (AI) is primarily an organizational development method which focuses on increasing what an organization does well rather than on eliminating what it does badly. It focuses on strengths and opportunities rather than threats and weaknesses. Cooperrider & Whitney (2000) suggested that the combination of both "Appreciate" and "Inquiry" elements is very powerful for the organization change; the "Appreciate" is the act of recognizing the best in people and the world. "Inquiry" is the act of exploration and discovery. Asking the right questions opens the door to new opportunities. When peoples' voices are shared, the inquiry for changes can function at its best (Bush, 2005). The organization members are in AI process so that the desired future is co-created by their cooperation (Cooperrider & Whitney, 2000). AI asks questions like "What's working well?", "What's good about what you are currently doing?" (Eaton, 2010). AI involves a four-step process typically led by an outside consultant.

The first phase consists of a series of interviews with employees of all levels, and even customers, to find out what's already working well in the organization. Then the group participates in an open-ended brainstorming session, using the successful elements they identified in step one to envision how a more perfect organization would operate. In the third phase, the team defines and prioritizes next steps to make that ideal vision a

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reality. And in the last phase, participants are working exclusively on the necessary tasks to execute the plan (Swearingen, 2008).

The Whole Brain Literacy

Whole Brain Literacy (WBL) is a thinking tool to help to achieve holistic and systematic learning. WBL helps one to connect all the parts of the brain to generate a far more meaningful and better performance. It helps the people to expand their capacities in their personal and work life (Tayko & Talmo, 2010). They presented WBL as a tool for leaders, managers, executives, and supervisors to manage their thoughts, feelings, tasks and time in order to be more creative and productive for their organization.

WBL focus on four quadrants of the human brain and each quadrant is explained as follows. Quadrant 1 – is the left anterior brain zone. Here the thinking process focuses on knowledge and information that are known for reasons of certainty and consistency. In the four-brain model of Lynch, this is called "I Control". Quadrant 2 – is the right anterior brain zone. Here the thinking process focuses on the unknown and open-ended, tentative information for reasons of curiosity and creativity. In the four-brain model of Lynch, this is called "I Explore". Quadrant 3– is the left posterior brain zone. Here the thinking process focuses on the activity, productivity or completion of action to generate results. In the four-brain model of Lynch, this is called "I Pursue". Quadrant 4 – Is the right posterior brain zone. Here the thinking process focuses on the affinity or connectivity for posterity. In the four-brain model of Lynch, this is called "I Preserve". Purpose Center (PC) is the space at the center of all the four quadrants where the thinking process focuses on the unifying, underlying, overarching and overall purpose of an event, activity, engagement, or involvement where each of the quadrants contributes to making the "whole becomes greater than the sum of its parts" (Tayko & Talmo, 2010).
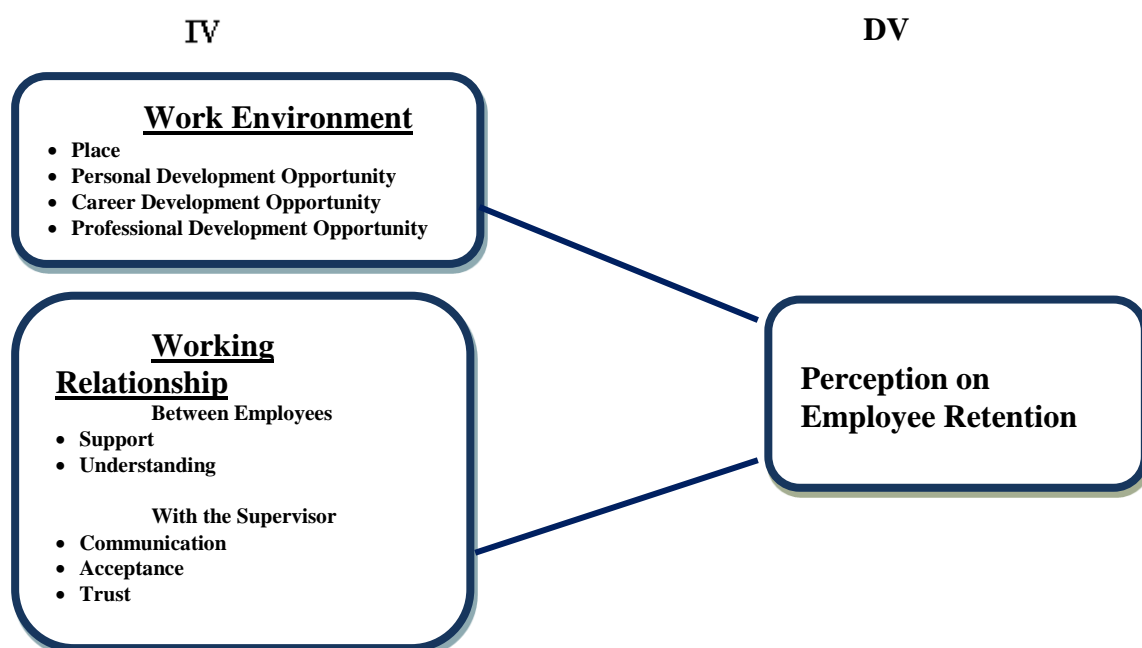
Conceptual Framework

Figure 2. Conceptual Framework

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Figure 2 explains the conceptual framework of this action research project. Work Environment and Working Relationship are the two independent variables and Perception on Employee Retentions is the Dependent variable. The work environment has four sub variables such as place, career development, training and personal development. The working relationship is analysed in two phases. First one is the relationship between employees, which has two sub variables such as support and understanding. Second one is the relation with the supervisor, which has three sub variables such as communication, understanding and trust.

Action Research Framework

Pre-ODI

In the work environment the situation prevailing at present is that the employees feel High Tension, no enjoyment in work, with Factory outlook, very few career development opportunities, very few personal development facilities and Trainings.

In the area of working relationship, there is no feeling of attachments; words of thanks are hardly expressed, less cooperation and teamwork, no support and understanding from co-worker. In the relation with the supervisor they feel that there is poor communication, sometimes unclear, too formal in dealing with employees and less trust on subordinates.

ODI

The interventions that were done for enhancing work environment are training on AI- 4D Model for all the staff. A pleasing outlook in the workplace was introduced by modifying the present condition of the workplace. Old curtains, tables, chairs, fans and other furniture were changed. Free drinks for employees during the break time were provided with a new coffee machine in the office. Intervention for staff development was provided through trainings for the career and personal development of the staff.

In the area of working relationship between employees and with supervisor, the interventions are coaching on AI - 4D model and training on teamwork. Opportunities were provided for employees to know each other through monthly dinner together organized by the department, watch films, picnic together, etc. Workshop on the importance of healthy working relationship was also conducted. For improving trust and acceptance among them, a one- day workshop on communication skills was given.

Post ODI

The outcomes in the area of work environment are the following: the feeling that the office is a Home away from home, a friendly office atmosphere with free drinks during break time. All the staff enjoyed the work they do. The staff can look forward to opportunities for career and personal development.

In the area of working relationship between the employees, they have a "We" feeling among themselves. The co-workers become more supportive and they have mutual understanding among themselves. The staff started to develop a professional communication with their supervisor. Personal relationship between employee and supervisor started to develop with acceptance and trust.

Research Methodology

Research Design

The design that is followed in this study is action research design. It includes both Qualitative and Quantitative research methods. In the qualitative method, observation and interviews were used to gather information and in the quantitative method survey questionnaires were used to collect data.
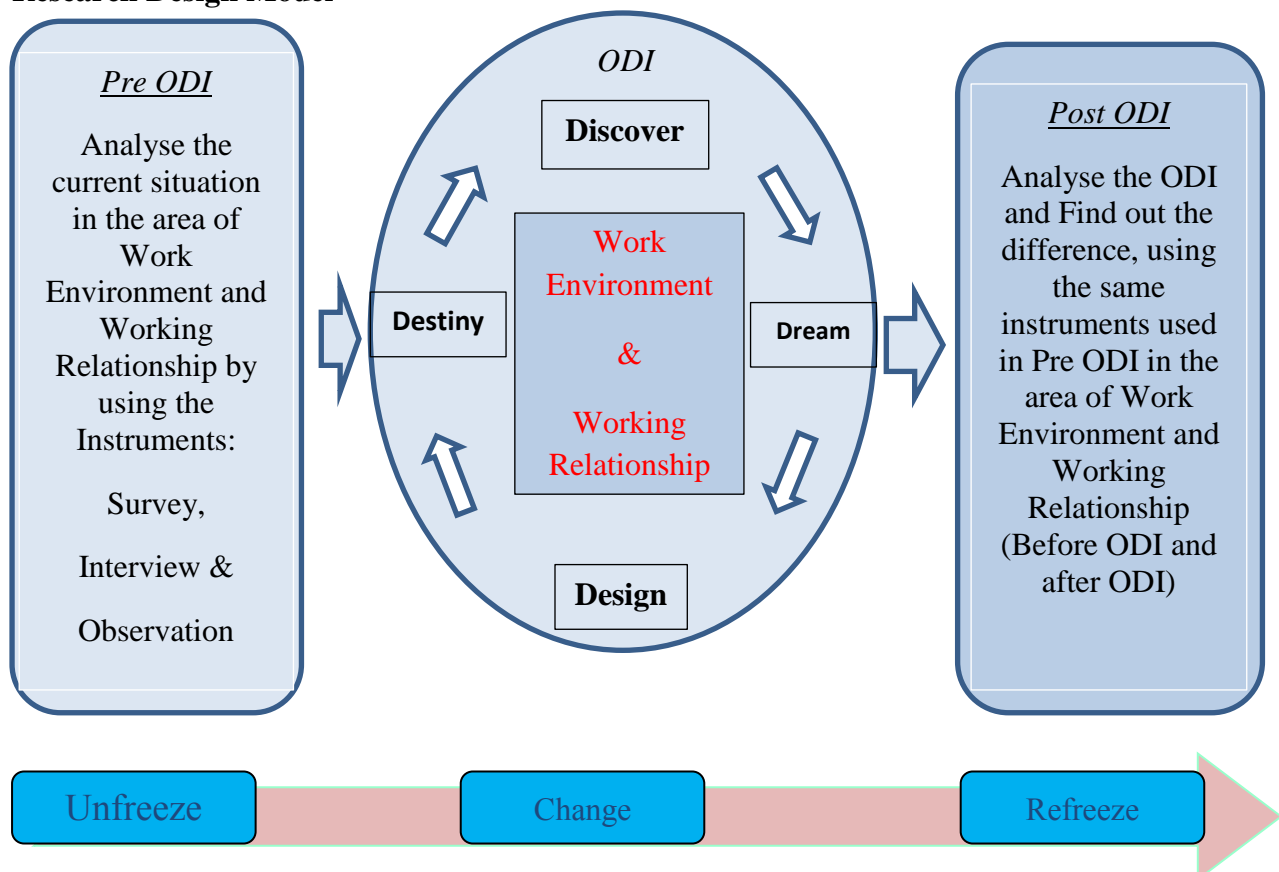
Research Design Model

Figure 3. Action Research Model.

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Figure 3 explains the different steps involved in this Action Research. **The first phase, Pre ODI** analysed the current situation in the area of work environment and working relationship using the Instruments: Survey, Interview and Observation.

The **ODI** involved the interactions to enhance the work environment and working relationships using the AI& 4D model. The ODI started in the first week of July, 2013 and ended by the last week of August, 2013. They were done with the intention to make a better work environment and to make a good working relationship among the staff members of PMS.

ODI in Work Environment

In the first week of July, the researcher had meeting at Jyo Electronics, with the staff of the PMS. The AI 4D model was introduced to the staff on that occasion. A total of 34 staff of the PMS attended the one day programme. The group came together and they shared about themselves, who they are, what they like to see in the area of work environment and so on. They shared their ideas, dreams, about the PMS. The manager of the company introduced the topic and the result of Pre ODI assessment to the staff. They were made aware of the necessity of a change in the PMS.

In one afternoon they gathered together and discussed about how they can make a new and pleasing work environment. The Management agreed upon certain things such as to put new chairs in PMS, change old computers, new office tables, free coffee or drinks during the break time, some decorations in the office, sufficient light settings and so on. The whole team decided to change the physical setting of the PMS within a month and by August 20th they have a new setting in the office.

They also agreed to start new Gymnasium with one table tennis board for the staff to use during their free time.

Aside from these, the company decided to provide better food for the staff. These things were for the personal and physical development of the staff. The Management also agreed to invite some experts to conduct training for the personal, career and professional development of the staff at PMS. The company provided the staff two training sessions, one, by the end of July and another by the middle of August for the career and professional development of the Staff of PMS.

ODI in Working Relationship

The coaching on AI 4D model was the first step to improve their working relationship. The Management agreed to provide some training for the staff in the Project Management Section which included the training on teamwork, training on communication skills and so on. The training was given by experts from fields. In addition, the Management arranged programmes like one day picnic, monthly dinner for the PMS staff to enhance the working relationship. With the Management's support, the staff also started to celebrate their birthdays and other significant events in their life together with their family members. They do this after work at some places outside.

Post ODI   involved the analysis of the effect of the ODI.   Using the same instruments in Pre ODI , the researcher took data and analysed them to find out the difference in the areas of work environment and working relationship.

Respondents

The respondents of this research are 39 staffs who are working in the Project Management Section of Jyo Electronics, Petchaburi.

Instruments

The instruments that used to collect data in this research are: Observation guide, Interview guidelines and Questionnaire. Triangulation was done using these instruments.
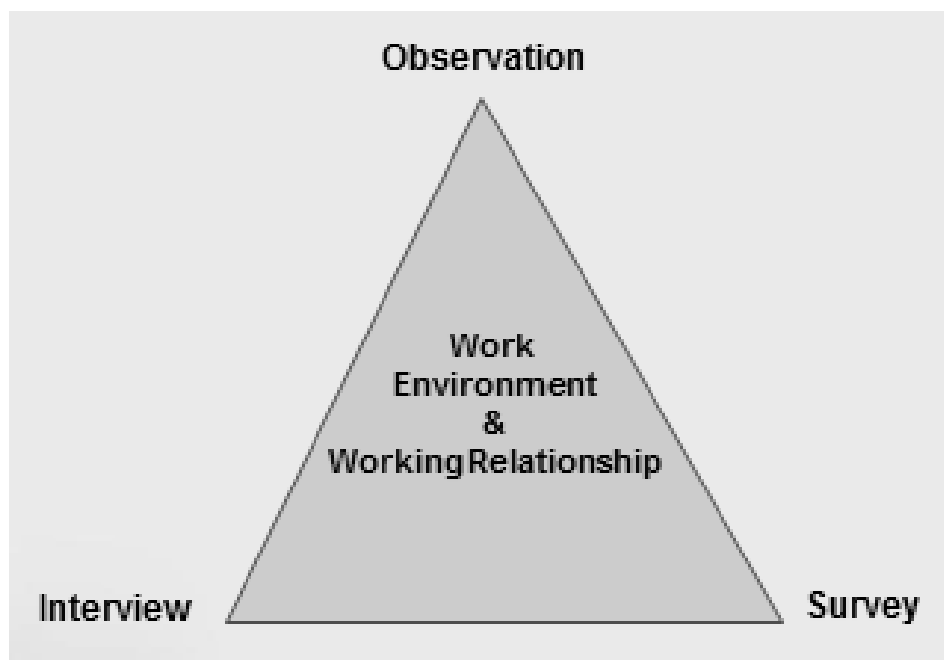

Figure 4. Triangulation

Figure 4 shows the different instruments and techniques that were used in the analysis of the work environment and working relationship.

Data Collection and Analysis

The Data was collected through survey, interviews, and observations.

The collected data was analyzed qualitatively and quantitatively. The Whole brain Literacy Model was used for the qualitative analysis of data from the open-ended questions, from interviews, and from the observation.

The Statistical Package for Social Science (SPSS) was utilized to analyze the quantitative data derived from the questionnaire. Mean, Standard deviation, and the t-

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Test were used to analyze the initial impact of ODI on Work Environment and Working Relationship.

Results and Discussion

The focal system of this action research is the Project Management Section of Jyo Electronics, where there is a high rate of turn over for the last few years. Researcher collected the data from the PMS staff through Interview, Observation and Survey Questionnaire. All the staff of the PMS participated in both Pre ODI and Post ODI stages of this Action Research.

The majority of respondents are in the age group of 26 to 35 years old which are 49% of the total number. The respondents are from six different countries. There are seven from Thailand, eight respondents from Myanmar, 11 from India, five respondents from China, five from Philippines, and three from Taiwan. Among the respondents, 28% are from India. According to the length of their employment they are divided into six groups. The first group is from one to five months, having one person, second group is from five months to one year, having seven people, third group is from one year to three years, having 15 people, and fourth group is from three years to five years, having nine people. The second last group is five years to ten years, having six people, and the last group is those who are working more than 10 years. It has one person. On the basis of the employment, the majority fall in the group of one to three years having 35% of the employees. There are five groups of people on the basis of job position as we classify them in the PMS of Jyo Electronics. Among the respondents one is the Project Manager having 2.6% of the total population. There are two Supervisors; they are the 5.1% of the total population. There are four Senior Engineers: they are the 10.3% of the total population. Eight Engineers in this section take the 20.5% of the total population. The last group is Technicians they are 24 and they are the 61.5% of the total population.

The Results of Paired Sample t- test

The researcher has done this test with the data received through the questionnaire in both Pre ODI and Post ODI analysis. The following table show the results.

Table 1. Pre and Post ODI Results Comparison (Paired Sample T-Test Results)

	Items	Test	Mean	Std. Deviation	T-Value	Sig.
1	Employee Retention (ER)	Pre	3.06	0.53	15.49	0.000
		Post	4.59	0.26		
2	Work Environment (WE)	Pre	2.83	0.23	43.27	0.000
		Post	4.83	0.13		
3	Working Relationship (WR)	Pre	2.92	0.49	26.03	0.000
		Post	5.03	0.15		

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Paired sample t-tests have been conducted to identify whether there is any difference in the respondent's perception towards employee retention, work environment and work relationships before and after ODI. Results given in Table 1 indicate that there is a significant difference in respondent's perception towards employee retention, work environment and work relationships before and after ODI. Mean of all the three items for POST ODI is higher than that of the PRE ODI. It shows that ODI has significantly improved the respondent's perception towards employee retention, work environment and working relationships. Since the significance level is 0.000 for all the items which is less than 0.05, it can be concluded that all results of the t-tests are significant. The null hypotheses stating that, there is no impact of ODI on employee retention (H01), there is no impact of ODI on work environment (H02) and there is no impact of ODI on working relationship (H03), are hence rejected.

Qualitative Data Analysis

The qualitative data of this Action Research are derived from open ended questions from the Questionnaire, Interview and Observation. The explanation and analysis of these data are given below.

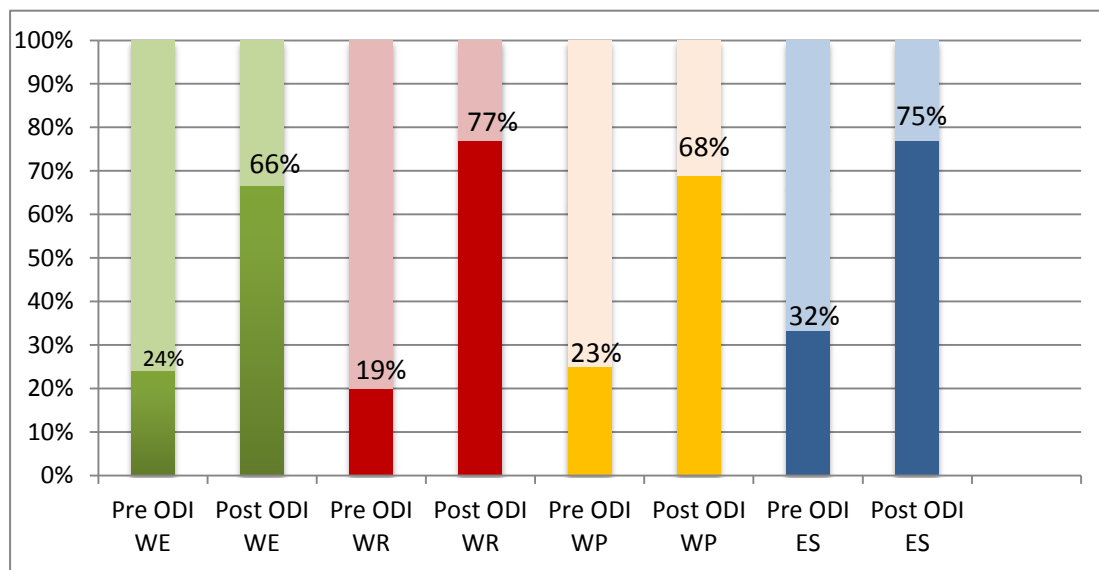**Data gathered from open ended questions in the questionnaire**

Figure 5. Results of the analysis of data from the open ended questions Pre and Post ODI

Figure 5 clearly shows the difference between the Pre ODI and Post ODI stages of the PMS of Jyo Electronics. There is a much higher level of satisfaction expressed by employees in the post ODI compared to the pre ODI results: for working environment, from 24% to 66%; for working relationship, from 19% to 77%; for implementation of the work process, from 23% to 68%; and for their performance in relation to the expectations of the supervisor, from 32% to 75%. The figures indicate that the ODI has clear impact on

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work environment and working relationship and brought about positive results on work process and performance of employees.
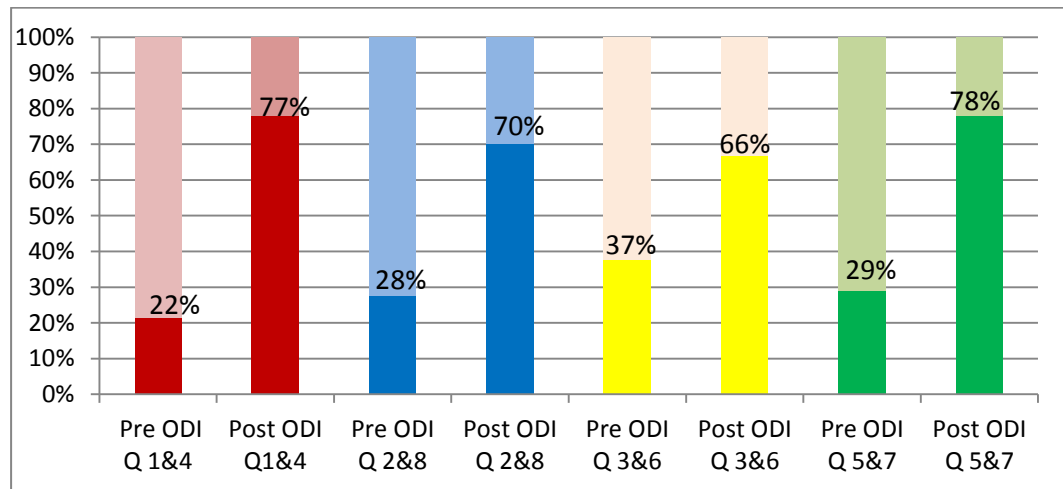
Data from the Interview

Figure 6. The results of interview before and after the ODI

Figure 6 shows the results of the interview before and after implementing the ODI in the PMS of Jyo Electronics. The researcher conducted an interview with all the 39 staff members of the Project Management Section. Eight questions were used for the interview and those questions were classified on the basis of Whole Brain Literacy Model.

The results of the interview are consistent with that of the responses from the open ended questions. The general perception of the employees as well as their level of satisfaction regarding working relationship increased from 22% to 77%; work performance, from 28% to 72%; implementation of work process, from 37% to 66%; and, 29% to 78% indicating employees' greater satisfaction regarding the changes and improvement in working environment and working relationship they experienced during the pre ODI stage and after the ODI implementation.

Based on the analysis of the qualitative data collected from open ended questions and interview, employees' perception towards the work environment and working relationship have tremendous improvements.

Now, the employees feel that they are valued in the company. During the interview and the observation in the company after the ODI, the researcher could understand the developments in the company. The physical appearance of the PMS has changed almost completely. Now there are opportunities for career, professional and personal development. The observation of PMS shows that there is more understanding and support from the part of the employees and good communication, acceptance and trust from the part of the supervisors. Most of the staff shared and expressed themselves during the time of the interview. After the ODI, they feel that the PMS as 'a home away from their home'.

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Conclusions

The results of the data analysis show that the Organisation Development Interventions have impact on the Employee Retention, Work Environment and Working Relationships in the Project Management Section of Jyo Electronics, Petchaburi.

The researcher could understand that the improvements or the developments in the area of work environment and working relationships will help the company to retain its employees. It is clear from this research that if the employees feel that the company is standing for them and making sure the wellbeing of its staff, they will stand for the company. When the companies provide sufficient trainings and facilities for the improvements of the staff, it should be kept in mind that the company will get it back from the employees. In short, if there is a mutual understanding and cooperation between the company and the employees, both groups can enjoy its profits.

Recommendations

It is very difficult for a company to retain its employees for long time in a company. It is not the issue of the company, but it is the issue of the modern world. The nature of the modern generation is to try the varieties. If an employee is not getting what he expected from that company, he will just move to its competitors for that. So the organizations or companies must be very vigilant in this present world. They should equip themselves to understand needs and wants of its employees.

From this study it is recommended to provide adequate knowledge about the plant operations to the Project Management Staff. The researcher found that the staff does not feel they are very important to the company which affects their perception towards retention. Therefore it is recommended to the management to make sure they are caring their staff as important assets. Another important point to mention from this study is about the non-cooperation among employees. Mutual appreciation among the staffs is very important for the success of any manufacturing firms. The employees consider their job as only a means of earning money. This perception has to be corrected and better environment and working relationship must be sustained. The results of this study are very valuable for the Human Resources Department of the Company. It can refer to these data in addressing concerns related to employee motivation and retention.

This research focused on only two factors namely, work environment and working relationship affecting employee retention of the company. For future research, the same topics can be studied by the HR Department. Other topics such as Organizational Commitment, Organizational Climate and Management Styles can be conducted in other departments of the Jyo.

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