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Factors resulting in transfer, resignation and tendency to resign of Staff in Phone thong District, Luang Prabang Province

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Abstract

This research aims to find out the factors that lead to transfer/resignation and tendency to resign of staff in Phone thong District, LuangPrabang Province. This study was used a quantitative method to collect the data from the staff 202 people in Phone thong District. The data was analyzed for frequency, mean and standard deviation by using the SPSS program. The results found that:

The factors that lead to transfer/resignation and the tendency to resign were impact from many factors, such as: performance evaluation that affects the appointment to a certain position, there are also factors related to the family situation of the staff, such as: the workplace is far from the family or nobody to take care their parent and when they became a staff of the government, they want to request a transfer. As for the staff who resign, there were affected from many factors: the assigned work is not in line with their knowledge and skills, which leads to the work not being completed as required, which results in consideration for promotion and most importantly, their work, it is not to bring them to progress. Including the economic situation that results in the need to resign and other factors are caused by themselves who want to leave their jobs, because they get a better job.

However, every year it is seen that there are staffs who need transferred/resigned/tendency to resign from their jobs, and the number is still higher every year. In view of the situation that has occurred, attention must be used to political-ideological education for support them to have strong principles and ideals so as not to affect the management of staff, which may affect on the organization.

Keywords: Relocation; Staff; Tendency; Phone Thong District

1. Introduction

The management of civil servants or the care of employees in an organization to create love and satisfaction in work is an important thing that managers must consider and give importance to in order to prevent the loss of quality employees (Statham, 2007). Phone thong District is a district in Luang Prabang Province. It was established on November 2, 2009, and has been established for 17 years. During the establishment of the district, it was seen that there was still a shortage of employees in various positions, including many technical positions, to strengthen the state apparatus in order to be able to manage various tasks. Therefore, the Luang Prabang provincial administration has made specific appointments, especially for the party executive committee, leadership staff, and general civil servants. For general civil servants, there is a proposal for the number of civil servants for those who apply to work in the district. Therefore, it has been expanded to accept civil servants and volunteer workers from other places to fill each position,

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but the work area should be sufficient to meet the demands of political duties (Party Central Organizing Committee, 2011). After that, managers at each level have focused on educating, nurturing, and build a column of cadres with ideas, views, and revolutionary moral qualities, be loyal to the Party's ideology, and be pure and honest to the Party-State and the people of all ethnic groups. Our Party always believes that cadres play a decisive role in the success or failure of the revolution, the Party's policy guidelines, and the socio-economic development plans set out in each period. It is considered that "Clerks are the most valuable assets of the party, leading the people, serving the people, and serving as a bridge between the party and the people. After the party has a correct direction, all the revolutionary work of the party, whether good or bad, whether there will be victory or defeat, will be decided by the party's cadres (Clerk Management of the Party Central Committee, 2012). For the reasons mentioned above, in the management of cadres and civil servants in Phone thong District, in the past, there have been problems with the transfer of many positions, whether it is: the appointment of cadres to new positions, requests for transfer within the organization (within the district). Moreover, it is seen that the number of requests for transfer to another district or province is very high (Thaipusam, 1996). This situation may be caused by the determination of job positions, the planning of determining leadership and management cadres, the creation of a plan for nurturing and training cadres to succeed in the future, the selection, integration and placement of cadres, the appointment, transfer and change of permanent positions of civil servants, the evaluation and evaluation of the implementation of duties and responsibilities of cadres and civil servants, and Implementation of policies for civil servants that result in transfer/resignation (Phonthong District Office, 2025) Although the management of civil servants in Phonthong District in the past has been regularly and continuously evaluated, compared to the demands of work duties and management of civil servants in the new period, there are still many problems that need to be researched, re-examined and found ways to improve them. From the changing world situation, especially the problem of inflation, along with the income of civil servants, it is still not enough for the current situation, especially the higher cost of living. In addition, this has resulted in some employees having a strong desire to transfer or resign from being civil servants. In view of this situation, the leadership of Phonthong District still considers the management of civil servants as an important task (Phonthong District Organization Committee. 2024). First, it is to manage the quantity, quality, characteristics and special features of each type, level and Each area of work, in particular, is characterized by political-ideological conditions, knowledge, and abilities, from the specific location of the district and the economic conditions, including the district's income, which also affect the development of the district's infrastructure and also affect the travel and living conditions of employees, including other amenities, including family conditions. Therefore, this study is interested in studying the factors that affect employees' thoughts about requesting a transfer/resignation and their tendency to resign from their jobs.

Objectives

To study the factors that lead to transfer/resignation and tendency to resign of staff in Phone thong District, LuangPrabang Province.

2. Research methods

2.1. Research tools

This research uses a quantitative research method and the data collection tool is a questionnaire with multiple-choice questions (Check List) with 5-point Likert Scales. The questionnaire was created using the theory of the relationship between the guidelines, work methods, procedures, methods, policy implementation, recruitment, personnel complexity, evaluation, work compensation and family conditions that affect the transfer, resignation and the tendency to resign from the job of civil servants with a reliability value (Cronbach's Alpha) of 0.965 and an IOC value of 0.964 or higher, divided into 3 parts:

- Part 1 :Questions about the general information of the respondents;
- Part 2 :Factors that influence the decision to transfer/resign/tendency to resign from work of civil servants in Phone thong District;
- Part 3 :Additional recommendations and opinions other factors that influence resignation/transfer/tendency to resign.

2.2. Population and sampler size

2.2.1. Population

The population used in this research was civil servants working in Phone thong District, Luang Prabang Province. The focus here is on employees working in personnel management.

2.2.2. Sample size

The sample size was determined using the formula of (Yamane, 1967) as follows:

$$n = \frac{N}{1 + N \cdot e^2}$$

n= Number of sample groups

N= All employees

e2= Sample variance

$$n = \frac{410}{1 + 410 \cdot (0.05)^2} = 202.46 \approx 202$$

Therefore, for the convenience of calculation, the researcher set the sample size to 202.

3. Data collection process

3.1. The detailed steps are

- Inform the sample group of the purpose;
- Distribute the questionnaire;
- Wait for the questionnaire to be collected and the actual observation.

Data collection began from October-December 2025, data were collected between 8:00 am and 4:00 pm on the working days. After distributing the questionnaire to the population, instructions were given on how to answer the questionnaire, and then the questionnaires were collected from the sample group.

3.2. Data analysis

- In order to make the analysis results accurate and precise, the researcher used the SPSS version 22.0 program to analyze according to the research objectives as follows:
- Analysis of general data of the respondents: frequency and percentage values
- Analysis of opinions that resulted in transfer, resignation and tendency to resign. The data was analyzed for the mean and standard deviation.
- The proposals were summarized and summarized and explained.

3.3. Determining scoring criteria and interpretation criteria

In creating the questionnaire in this study, a score of 5-1 was set to assess the level of opinions of civil servants that resulted in their transfer, resignation, and the tendency to resign from civil servants in Phone thong District, Luang Prabang Province. The criteria for analyzing the data and explaining the results of the analysis were set according to the Likert's Scale Technique as follows:

Table 1 The scoring criteria and interpretation criteria

Score	Means	Average	Meaning
5	Most suitable	4.21 - 5.00	Most suitable
4	Very suitable	3.41 - 4.20	Very suitable
3	Moderately suitable	2.61 - 3.40	Moderately suitable
2	Less suitable	1.81 - 2.60	Less suitable
1	Least suitable	1.00 - 1.80	Least suitable

4. Result

4.1. General data of the respondents

There were 202 respondents, 118 males (58.42%) and 85 females (41.58%). The majority of respondents were between 36-45 years old (100 respondents, 49.5%), followed by those between 46-55 years old (52 respondents, 25.74%), 36 respondents between 26-35 years old (17.82%), and the least number of respondents over 55 years old (14 respondents, 6.93%). Of these, 163 respondents were married (80.69%), followed by those with single status (24 respondents, 11.88%), and the lowest number was other (widowed or divorced) (15 respondents, 7.43%). The majority of respondents had a high school diploma (72 respondents, 35.64%), followed by 68 undergraduates, accounting for 33.66%, followed by 40 middle school graduates, accounting for 19.80%, and the lowest was 22 bachelors, accounting for 10.89%. Of these, those with incomes between 2,500,001-3,000,000 kip accounted for the most, with 81 people accounting for 40.10%, followed by 3,000,001-3,500,000-kip accounting for 37.13%, followed by 3,500,001-4,000,000-kip accounting for 27 people, accounting for 13.37%, and the lowest was those with incomes > 4,000,001-kip, accounting for 19 people, accounting for 9.41%. In addition, it is seen that most employees have work experience >15 years or more, with 107 people accounting for 52.97%, followed by those with working ages between 11-13 years, with 36 people accounting for 17.82%, followed by those with working ages between 13-15 years, with 35 people accounting for 17.33%, and those with 7-9 years/9-11 years, with an equal number of 12 people accounting for 5.94%.

4.2. Reasons for the decision to transfer/resign

4.2.1. Factors influencing migration

Regarding the evaluation factors, the overall average value was very appropriate. However, when ranking each indicator from largest to smallest, it was found that: the recruitment of employees in a certain position was evaluated according to regulations at the most appropriate level, followed by the appointment and transfer of employees who were evaluated according to regulations, conditions and consultation at the most appropriate level, followed by individual consultation and consultation of successive employees at each stage, with an average value of very appropriate. In addition, before the recruitment of employees in a certain position, the criteria and qualifications of employees in accordance with regulations were checked, with an average value of moderately appropriate, followed by regular consultation, and it was also seen that the appointment of employees in the past was also based on ethnic policies as another criterion, with an average value of moderately appropriate (from Table 2).

Regarding the factors related to the appointment of a position, the overall average value is at the moderate level of suitability. However, when ranking each indicator from the highest to the lowest, it was found that: the transfer of some employees was due to conflict of interest, which had an average value of moderate suitability, followed by the previous appointment not based on consultation or resolution of the meeting, and the transfer of employees was consulted and notified in advance, which had an average value of moderate suitability for both factors. Next in line was the transfer being fair and appropriate, which had an average value of moderate suitability, and the lowest was the transfer not based on the proposal of the person concerned, which had an average value of moderate suitability (Table 3).

For the family/personal situation factor, the overall average value is at a moderate level of suitability, but when ranked from highest to lowest, each indicator was found to be: Due to the demands of performing the job and the lack of parental care, as well as the workplace far from the family, the average value is at a very high level of suitability. For the health of the person and the knowledge and skills are not yet in line with the work they do, both factors have an average value at a moderate level of suitability. The least suitable is the infrastructure and facilities, which have an average value at a low level of suitability (Table 4).

Table 2 The mean, standard deviation, and average of the evaluations

No	Evaluation Factors	Average	Variance	Meaning
1	There are periodic evaluation and consultation with successor employees	3.75	1.10	Very suitable
2	There are regular interviews for employees who will be promoted to management positions	3.25	1.49	Moderately suitable
3	There is a consultation for employees who will be filling specific management positions	3.75	1.10	Very suitable
4	The complexity of an employee holding a position is assessed according to regulations at the level	4.25	0.83	Most suitable
5	The recruitment process has examined the criteria and qualifications according to the regulations of civil servants at the level	3.50	0.87	Moderately suitable
6	The appointment of officials to any position is based on ethnic policies as another criterion at the level	3.00	0.71	Moderately suitable
7	The appointment and transfer of employees were evaluated in accordance with regulations	3.76	1.09	Very suitable
	Overall average score	3.61	1.03	Very suitable

Table 3 The average, standard deviation, and variance for a given position

No	Appointment to a position	Average	Variance	Meaning
1	Past appointments were not based on consultation.	3.24	1.48	Moderately suitable
2	Transferring an employee is not based on the employee's proposal	2.73	1.79	Moderately suitable
3	The transfer of employees was consulted and notified in advance	3.24	1.31	Moderately suitable
4	The relocation is fair and appropriate	2.74	1.09	Moderately suitable
5	Some previous transfers of employees have been subject to disciplinary action	2.74	1.09	Moderately suitable
6	Some employees have been transferred due to conflicts of interest	3.49	1.51	Moderately suitable
7	Transfer due to conflict of interest	3.50	1.67	Moderately suitable
	Overall average score	3.12	1.43	Moderately suitable

Table 4 The mean, standard deviation for family/individual circumstances

No	Family situation/personal situation	Average	Variance	Meaning
1	Work place far from family	3.49	1.51	Very suitable
2	No parental care	3.98	0.14	Very suitable
3	Due to the demands of the job	4.00	0.71	Very suitable
4	The person's health	2.74	1.48	Moderately suitable
5	Knowledge and skills are not yet consistent with the work they perform.	2.74	1.09	Moderately suitable
6	Infrastructure and facilities	2.49	1.12	Less suitable
	Overall average score	3.24	1.01	Moderately suitable

4.2.2. Factors that led to resignation

For the factors related to the nature of the assigned work, the average value was at a moderate level of suitability. However, when ranking from largest to smallest, each indicator found that: the work in charge did not fully utilize knowledge and skills, including the inability to provide work according to principles and one's own opinions. In addition, there were aspects of the work that did not match the knowledge learned and the work being done was boring and boring, including the assigned work that did not match the position and did not match one's own abilities, which made the work done unchallenging and unable to apply the knowledge learned. The average value was also at a moderate level of suitability. The lowest was the work assigned that was too much, which caused problems without knowing how to do the work and unable to solve the problems that occurred, which had an average value at a low level of suitability (Table 5). Regarding the work atmosphere and cooperation, the average value was at a moderate level of suitability. However, when ranking from largest to smallest, each indicator found: dissatisfaction with the work atmosphere, including colleagues who did not help at all, which had an average value at a moderate level of suitability, which affected efficiency and in addition, colleagues do not listen to each other's opinions, which has an average value at a low level of suitability (Table 6).

In terms of progress in the workplace, the average value is at a medium level of suitability. However, when ranking each indicator from largest to smallest, it was found that: staying put means that there is no progress, including the work being done cannot promote progress, which has an average value at a medium level of suitability, and the least of all, feeling that the work is wrong and there is no progress, which has an average value at a low level of suitability (Table 7).

For work compensation, the average value is at a moderate level of suitability. However, when ranking each indicator from highest to lowest, it is found that: the salary received is not enough to live on, with an average value at a very suitable level, followed by welfare and policies received, with an average value at a low level of suitability (Table 8). Another important issue is the family situation, which is considered a major problem. It is seen that when families live apart, they want to move to live with their families, with an average value at a very suitable level, and the least is that they think that sharing income with the family is not enough to live on, with an average value at a low level of suitability (Table 9).

Table 5 The average, standard deviation, and characteristics of the assigned tasks

No	Nature of the assigned work	Average	Variance	Meaning
1	The assigned tasks are not consistent with the position.	2.74	1.09	Moderately suitable
2	The work you are doing is not suitable and does not match your abilities.	2.74	1.30	Moderately suitable
3	The work in question does not fully utilize one's knowledge and abilities.	3.24	1.48	Moderately suitable
4	The tasks assigned are too many, so I always have to work overtime.	2.25	1.30	Less suitable
5	The work you are doing is tedious and boring	2.75	1.30	Moderately suitable
6	The work I do is not challenging	2.74	1.09	Moderately suitable
7	You will often encounter problems without knowing how to do the job	2.25	1.30	Less suitable
8	Always have to work outside the scope of responsibility	2.50	1.12	Less suitable
9	Unable to apply the knowledge learned in performing duties	2.74	1.09	Moderately suitable
10	The nature of your position does not match the knowledge you have learned	2.99	1.23	Moderately suitable
11	Unable to plan work in areas of responsibility on their own	2.50	1.12	Less suitable
12	Unable to fully deliver work based on one's own principles and opinions	3.00	1.59	Moderately suitable
13	Unable to use their own intelligence to solve problems that arise	2.00	0.71	Less suitable
14	You can't bring new ways to work	2.50	0.87	Less suitable
	Overall average score	2.64	1.19	Moderately suitable

Table 6 The average, standard deviation, and work environment and collaborative relationships

No	Working atmosphere and collaborative relationships	Average	Variance	Meaning
1	You are not satisfied with the work environment.	3.50	1.13	Moderately suitable
2	A work environment that is not conducive to effective work	2.24	1.09	Less suitable
3	You have a bad relationship with your co-workers.	2.26	1.65	Less suitable
4	Your colleagues are not helping each other.	3.01	1.23	Moderately suitable
5	Colleagues don't acknowledge each other's abilities.	1.75	0.83	Less suitable
6	Colleagues are disrespectful and discriminate against each other.	1.74	0.83	Less suitable
7	Colleagues don't listen to each other's opinions.	1.99	1.23	Less suitable
	Overall average score	2.36	1.14	Less suitable

Table 7 Shows the average, standard deviation, and progress on the task

No	Progress in the workplace	Average	Variance	Meaning
1	The work you are doing cannot promote progress	2.99	1.42	Moderately suitable
2	There is no clear policy to support promotion	3.24	1.48	Moderately suitable
3	The organization does not provide opportunities for further education or training to develop oneself	2.74	1.48	Moderately suitable
4	Feeling like I'm working in the wrong place and there's no room for advancement	2.24	1.64	Moderately suitable
5	Lack of trust in leaders and organizations	2.75	1.30	Moderately suitable
	Overall average score	2.79	1.47	Moderately suitable

Table 8 Shows the average, standard deviation, and fair compensation

No	Fair compensation	Average	Variance	Meaning
1	The salary received is not appropriate for the work and responsibilities	3.74	0.83	Very suitable
2	The salary I currently receive is not enough to support myself	3.50	1.66	Very suitable
3	You are not satisfied with the salary and other bonuses you receive	2.50	1.12	Less suitable
4	The benefits received are not appropriate for the job duties.	1.74	1.30	Less suitable
5	The policies received each time are not equal and are not universal	1.74	0.83	Less suitable
	Overall average score	2.65	1.15	Moderately suitable

Table 9 Shows the average, standard deviation, and economic status of employees' families

No	The employee's family economic situation	Average	Variance	Meaning
1	Families live in different places, leading to family relocations	3.70	1.62	Very suitable
2	The distance from family has resulted in moving from this organization to an organization closer to family	3.68	1.63	Very suitable
3	Dividing your income among family members living in different locations can have an impact on your desire to move from your original organization	3.43	1.46	Very suitable
4	Concerns about distant family have resulted in relocation/resignation from the original organization	3.68	1.61	Very suitable
5	People whose hometown is far from the organization they currently work for have the idea of leaving their original organization to find a new organization closer to their hometown	3.49	1.42	Very suitable
	Overall average score	3.60	1.55	Very suitable

4.2.3. Trends in job resignations

The key factors influencing the tendency to quit were found to be: they have new career options, including that they are looking for another job that they think will make their future better, and that they think that moving to another place could be more rewarding, and most importantly, they see others leaving with better or greater prospects, which makes them happy to move to another job immediately if they receive a suitable offer, with an overall average value of very favorable (Table 10).

Table 10 The average, standard deviation, and economic status of employees' families

No	The employee's family economic situation	Average	Variance	Meaning
1	There are career options outside of this organization	3.71	1.35	Very suitable
2	Looking for another job to leave this organization	3.69	1.29	Very suitable
3	The organization will soon be formed	3.27	1.06	Very suitable
4	Many times, I have thought about resigning from my job as a civil servant	3.45	1.11	Very suitable
5	Seeing friends who have resigned or transferred to other places and are more successful than themselves	3.51	1.06	Very suitable
6	Ready and willing to move to another job immediately if I receive a suitable offer	3.42	1.14	Very suitable
	Overall average score	3.51	1.17	Very suitable

5. Discussion

From the study of factors affecting transfer/resignation and the tendency to resign from work of employees in Phone thong District, Luang Prabang Province, the results of the study found that:

The factors that resulted in job transfers were studied, which were 3 factors: evaluation, appointment to a certain position, and factors related to family status/the individual's own situation. It was found that the overall average value of the evaluation was at a very appropriate level, but the appointment to a certain position and family status/the individual's own situation was at a moderate level of appropriateness. This shows that the fact that employees did not receive any management position resulted in them having a need to transfer from their jobs to work in a new place or to move back to their hometown. Because those who had previously requested to move were originally from other districts, especially Ngoi and Moong Gingham Districts. As mentioned earlier, initially, when employees were recruited, they were offered civil servant numbers. During the construction of the new district, many people wanted to be recruited as civil servants, so they offered to work in the district. Later, after a while, when they received a complete civil servant number, and their families were still far away, they wanted to move back to their hometown to see their families and parents. Lack of caregivers, which is consistent with the study by Thitavimutti (2025) who studied the main reasons for resignation and transfer of employees in public hospitals, which found that: when they have worked for many years with determination and effort to create results, but have not received support in obtaining a management position, which results in them resigning from their jobs and requesting a transfer to a new place because they think that working in the old place but have not received support from management, including family situations that are far apart, and there is no caregiver for their parents, which are family factors that are seen as important factors that result in them having the idea of requesting a transfer, and also consistent with the study by Senen (2010) who studied the relationship between employees' goals and job success in a public hospital, which found that: when they have worked and not as they want, it will make them want to request a transfer, and in addition, some people found that when they have received a stable job at a certain level, they want to request a transfer to their hometown because they think that returning to their hometown will give them time to take care of their family, especially their parents, who are important. Being away from their families makes them very concerned about their safety, including their safety on long journeys.

For the factors that affect the resignation of employees, there are 6 factors that were studied: the nature of the assigned work, the work atmosphere and relationships with colleagues, progress in the job, fair compensation, management by the boss and manager, and the last factor is the family/economic situation of the employee. The study results found that: many factors resulted in them having to resign from their jobs, such as: the work they were doing was not suitable and did not match their own abilities that they had learned or matched their own abilities, and they also found that the work they were doing would not lead them to progress and the work they were doing had no role in them, which made them lack goals for their future. The results of this study are consistent with the study of Kachan (2012); Santi Vong and Santi Vong (2005) found that some employees intentionally quit their jobs because they were offered a transfer but the company refused to do so, so they had no choice but to resign unconditionally. They also found that some employees had to resign because they had to return to take care of their families and could not wait for the approval process, which took time, which forced them to resign unconditionally. Some employees thought that they had worked for many years but had not made any progress. Their colleagues had made more progress than them. Some employees felt that the benefits they received were not enough to meet their needs. They also did not have good relationships with their colleagues. Most importantly, their colleagues did not respect and discriminated against them. This study is consistent with the studies of Sirinat (1997); Meep Reesa (1996); Senuti (2010) studied the intention to resign from the job of employees working for the government of the pharmaceutical organization in Thailand. He found that some employees who resigned had the intention to resign due to many factors, including: personal factors, having already worked, their own health, and also internal conflicts within the organization, which is considered an important factor that causes most employees to resign. Some did not want to resign, but due to personal factors and internal factors of the organization, some were dissatisfied with the implementation of the organization's policies, which they saw as unfair and they thought that remaining in the organization would prevent them from progressing. They had better options, which resulted in them having to resign immediately. In general, they did not intend to resign unless there was internal pressure and conflict with colleagues.

For the factors that influence the tendency to quit their jobs, they found that: They considered many aspects, including: advancement in their job, the new job that they would take on, which they thought would make them progress, and most importantly, high compensation, which is considered to be what makes most employees think of quitting their jobs. Even though some people have no problems with the organization, the welfare that will make them have enough to eat and support their families. It was found that most employees who are thinking of quitting their jobs see that the compensation is not worth the work they are doing. This is consistent with the study by Batsakis (1997) who studied the tendency to quit employees in investment companies in Bangkok, which mostly found that: Employees who are thinking of quitting their jobs see that the welfare they receive cannot improve their lives, including not being able to support their families, and that they have to try to find extra work outside of work hours. Some people see that extra work can increase their income, but it will make them have no time to spend with their families. And some people, when they take extra work, see that the job increases their income, can support themselves, and can support their families. This causes some people to quit their jobs to take on new ones, and some people see their colleagues who quit their jobs to take on new jobs making progress and earning good incomes, which leads to better economic conditions, which makes them want to quit their jobs and take on better jobs.

6. Conclusion

Factors affecting transfer/resignation and the tendency to resign from work were found to be many factors, including: performance evaluation factors used in consideration for appointment to a certain position, family factors, including the individual's own situation, all of which resulted in employees having the idea of requesting a transfer. The main factors were: the workplace was far from the family or there was no one to take care of their parents. It was also found that after receiving the complete civil servant number as they wanted, they wanted to request a transfer. As for employees who resigned, the reason was that the assigned work was not in line with their knowledge and abilities, which resulted in them not being able to work effectively as required, which resulted in consideration for promotions and promotions, including requests for commendations, which resulted in employees having to resign from the work they were responsible for. Most importantly, the work they were doing did not result in their progress and their role in managing the work. Most importantly, the economic situation resulted in the need to resign, which saw that the cost of living and compensation for work could not improve their lives, and that welfare benefits could not meet their needs. Another factor is their own desire to leave their jobs because they have found better jobs. Moreover, some people do not want to resign, but when they propose to move, they are not considered because there are not enough conditions for approval according to their proposal, which makes them resign reluctantly. However, every year, it is seen that employees are transferred/resigned/have the tendency to quit their jobs. The number is still higher every year. In view of the situation, the Phonethong District Organizing Committee must focus on political and ideological education so that employees have a strong stance and ideology towards their own responsibility. The responsible party must make efforts to use policies

and regulations to make changes as proposed and as necessary so as not to affect the management of employees that may affect the management of each organization.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed.

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