FACTORS INFLUENCING EMPLOYEE TURNOVER IN THE SMALL RETAIL BUSINESS SECTOR

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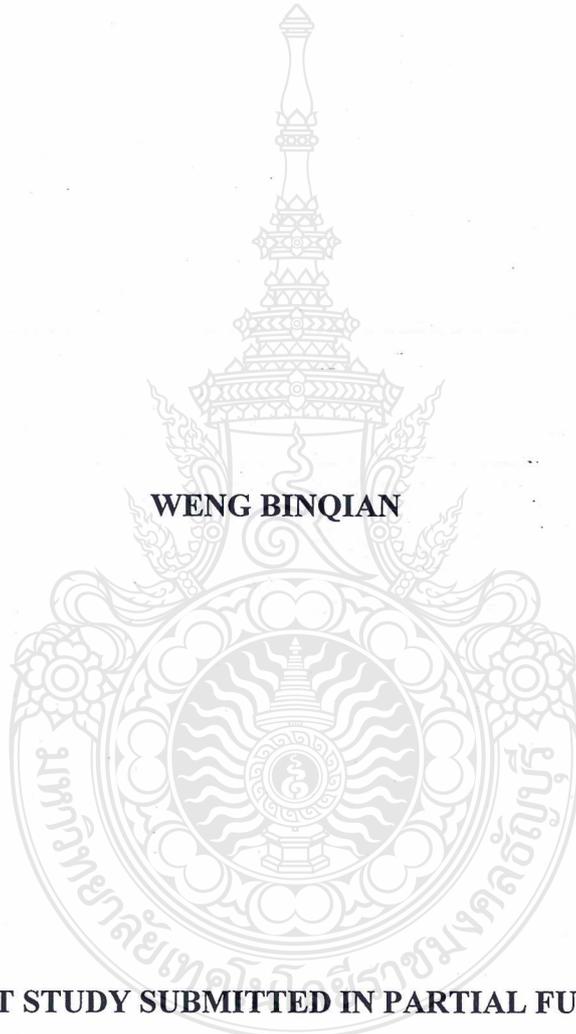
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Major Subject	General Management
Independent Study Advisor	Assistant Professor Teetut Tresirichod, D.B.A.
Academic Year	2023

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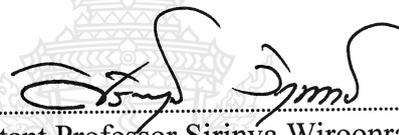
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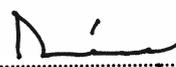
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ABSTRACT

Small retail businesses are labor-intensive and have a large number of employees. Human resource management faces many challenges in staff development due to these characteristics. It is essential to find ways to strengthen human resource management to promote the healthy development of small retail businesses. This study aimed to determine: 1) the factors influencing employee turnover in small retail businesses, and 2) the strategies which leaders of small retail businesses use to reduce the problems of employee turnover.

The sample group in this study comprised 300 former-employees of various small retail companies. The research instrument used for collecting data was a standardized questionnaire with fixed-alternative questions.

The study results showed that external environmental variables were not entirely independent of the internal structural and individual variables. Secondly, the retail industry was innovative in its development, and the demand for sales staff varied at different stages. There may be redundancies, such as there are cases where employees leave passively. There were also situations where some employees did not meet the company's needs due to, among other factors, their age and professional skills. It is therefore necessary to distinguish between active and passive termination of employment in small retail businesses and compare the similarities and differences between the factors influencing these two ways of ending employment.

Keywords: small retail business, employee, employee turnover

Acknowledgements

As I begin to write these words, it means that my graduate study career is coming to an end. I still remember meeting the teachers and students from RMUTT in the first class of the school year, and two years have passed since then. I think I will always remember these memories.

First of all, I would like to sincerely thank my thesis advisor, Dr. Teetut, who gave me good advice and support at every stage of my thesis. He answered all my questions patiently and helped me to finish my dissertation successfully again and again.

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Finally, I would like to thank my family and my husband, who have always supported me unconditionally in every decision I made and guided my direction when I was confused.

At the same time, I want to say something to myself who has been insisting. Please maintain this love even the most difficult moments.

We will all have bright futures, in various ways.

Weng Binqian

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CHAPTER 1

INTRODUCTION

Chapter 1 gives an overview about the relevant aspects about this thesis and why this research should be have done.

1.1 Background and Statement of the Problems

Retail businesses are commercial enterprises whose primary task is to supply consumers directly for domestic consumption or to social groups for unproductive consumption. The small and medium-sized retail sector has the social responsibility of selling consumer goods and related services to individual end-consumers or social groups and is closely related to the development of the national economy and every individual's life. Small and medium-sized retail businesses usually have fewer than 1,000 employees. The operating systems of these companies contain a wealth of elements such as product strategies and product categories; marketing channels such as offline channels, online channels, and brick-and-mortar shops; value propositions regarding price, service, and convenience; customer segmentation of services and their behavioral patterns; supply chains and distribution models, etc. In short, small and medium-sized retail businesses exhibit a broad and diverse coverage.

Regarding employees' willingness to leave, the social perceptions of employees in the retail sector are changing, with more extraordinary efforts being made to fight for rights such as safe employment, fair pay, labor breaks, and development opportunities. Employees have more sources of information, more autonomy, and opportunities to choose their companies, and the issue of leaving is becoming more prominent. Companies often have a specific need to develop their interests but need to be sufficiently motivated to improve the treatment of their employees. As a result, employees have a more flexible and sensitive relationship with the company.

Small retail businesses are labor-intensive and have a large number of employees. Human resource management faces many challenges in the development process due to its

characteristics. It is essential to find ways to strengthen human resource management to promote the healthy development of small retail businesses.

In recent years, retail businesses have been affected by various factors, such as the social environment, the new epidemic, and external competition, which have increased employee turnover. According to the data of the "2022 Separation and Salary Adjustment Research Report" released by China's authoritative HR service provider (MileagePlus HR Research Centre), the separation rate in China's retail industry was 16.7% in 2021, an increase of 2.2%points compared to the separation rate of 14.5% in 2020. Enterprise development has been affected to a certain extent.

Therefore, analyzing the factors influencing employee turnover in small retail businesses and proposing corresponding countermeasures can effectively manage employee turnover, reduce the negative impact on the organization and improve competitiveness.

1.2 Purpose of the Study

The overall objective of this study is to analyze the factors influencing staff turnover in small retail businesses and to provide a response to the problem of staff turnover for business leaders.

Employee side:

1.This study will examine employees' willingness to leave.

2.This study will investigate employees' expectations of the company in addressing the turnover problem.

This study will help business leaders to identify the key factors on employee turnover tendencies in small retail businesses and suggest corresponding HRM optimization strategies.

1.3 Research Questions and Hypothesis

The Price-Mueller model is currently the best-known model for measuring employee turnover. Based on the specificity of the structure of Chinese enterprises, the model has been heavily applied to practical research work. In this model, the dependent variable is the propensity of employees to leave, the independent variables are mainly three environmental variables, individual variables and structural variables, and the mediating variable is the process variable.

1.3.1 environmental variables

environmental variables, including the two variables of kinship responsibility and opportunity.

Price (2001) argues that external opportunities refer to the existence of alternative employment possibilities in the external labour market and that more opportunities reduce the attractiveness of the current job to the employee and job satisfaction, thus increasing the employee's willingness to leave. Meanwhile, Price (2001) argues that kinship responsibilities are an important factor affecting employees' current job status and that greater kinship responsibilities will reduce employee turnover.

Hypothesis 1: External opportunities directly affect the propensity of employees to leave the company, and the two are positively related.

Hypothesis 2: Kinship responsibility directly affects the propensity to leave a company, and there is a negative relationship between the two.

1.3.2 Individual variables

Individual variables, including general training, work engagement and emotion.

Increased investment in general training significantly improves employee productivity, retention time and affective perceptions of the organisation. There is a positive relationship between employee job engagement, job satisfaction, and organisational commitment. Positive affect will increase employee attendance and negative affect will increase employee absenteeism and turnover intentions.

Hypothesis 3: General training directly affects the tendency of employees to leave the company, and there is a negative relationship between the two.

Hypothesis 4: Job engagement is positively related to job satisfaction and positively related to organisational commitment, which indirectly affects the propensity to leave.

Hypothesis 5: Positive affect has a positive relationship with job satisfaction and a positive relationship with organisational commitment, which indirectly affects the propensity to leave the company.

Hypothesis 6: Negative affect has a negative relationship with job satisfaction and a negative relationship with organisational commitment, which indirectly affects the propensity to leave a company.

1.3.3 Structured variables

Structured variables, including seven exogenous variables.

According to Price (2001), job autonomy is the job-related power organisations give to their employees, that is, the extent to which they allow employees the freedom and independence to organise their work plans and the specific ways in which they are carried out. It will reduce the propensity of employees to leave by increasing employee satisfaction. In a survey and empirical study of over 1,000 employees in a Chinese communication products company, Zhang Ychi et al. (2005) obtained that job autonomy was negatively related to employee turnover. A central assumption in the Price-Mueller model is that employees enter the company with certain expectations. Price (1986, 2001) identified pay levels and distributional equity as key factors influencing employee turnover in his 1986 and 2001 models. There is a significant negative relationship between pay issues such as wage income and benefits and turnover, promotion opportunities indirectly affect employee turnover intentions through organisational commitment and job satisfaction variables, and job monotony is an important technical variable for employee turnover social support can reduce employee turnover intentions by increasing feelings of dependency and reflecting self-worth.

Hypothesis 7: Job autonomy is positively related to job satisfaction and positively related to organizational commitment, which indirectly affects employees' propensity to leave the company.

Hypothesis 8: Distributional fairness has a positive relationship with job satisfaction and a positive relationship with organizational commitment, which indirectly affects the tendency of employees to leave the company.

Hypothesis 9: Job stress has a negative relationship with job satisfaction and a negative relationship with organisational commitment, which indirectly affects the propensity to leave.

Hypothesis 10: Compensation has a positive relationship with job satisfaction and a positive relationship with organisational commitment, which indirectly affects employees' propensity to leave the company.

Hypothesis 11: Promotion opportunities have a positive relationship with job satisfaction and a positive relationship with organisational commitment, which indirectly affects the propensity to leave.

Hypothesis 12: Job monotony has a negative relationship with job satisfaction and a negative relationship with organisational commitment, which indirectly affects the propensity to leave the company.

Hypothesis 13: Social support is positively related to job satisfaction and positively related to organisational commitment, which indirectly affects the propensity to leave the company.

1.3.4 Process variables

Process variables, including job satisfaction, organisational commitment, job search behaviour and propensity to leave. Job satisfaction is the extent to which employees like their jobs and organisational commitment is the extent to which employees are loyal to a social unit, and job search behaviour is the extent to which employees are motivated to find another job.

Hypothesis 14: Job satisfaction is negatively related to job-seeking behaviour, indirectly affecting the propensity to leave a company's workforce.

Hypothesis 15: Organisational commitment is negatively related to job search behaviour and indirectly affects the propensity to leave a company.

Hypothesis 16: Job search behaviour directly affects the propensity to leave, and the two have a positive relationship.

1.3.5 Other hypotheses.

Hypothesis 17: There is a significant difference between job satisfaction, organisational involvement, job search behaviour and propensity to leave in terms of gender

Hypothesis 18: There is a significant difference between job satisfaction, organisational involvement, job search behaviour and propensity to leave in terms of marriage

Hypothesis 19: There is a significant difference between job satisfaction, organisational involvement, job search behaviour, and propensity to leave in terms of age

Hypothesis 20: There is a significant difference in job satisfaction, organisational involvement, job search behaviour, and propensity to leave in terms of education

Hypothesis 21: There is a significant difference in job satisfaction, organisational involvement, job search behaviour, and propensity to leave in terms of length of service

Hypothesis 22: There is a significant difference in job satisfaction, organisational involvement, job search behaviour, and propensity to leave in terms of position

1.4 Theoretical Perspective

The Price-Mueller model is a causal model in which multiple categories of factors act on employee turnover, including three categories of independent variables - environmental, individual and structural - and one category of mediating variables. Of these, the environmental variables are mainly concerned with external opportunities and kinship responsibilities. Individual variables include the level of generic skills training, job involvement and positive/negative affect. The structural variables are mainly job-related and relate to job

autonomy, distributional fairness, job stress, pay, promotion opportunities, customisation and social support, and are the working conditions that employees expect and that the organisation can provide for them. Process variables include job satisfaction, organisational commitment, job search behaviour and propensity to leave.

The core idea of the model is that environmental variables will directly influence employees' willingness to leave and their behaviour, while individual and structural variables will indirectly influence employees' willingness to leave and their behaviour by influencing mediating variables.

1.5 Definition Terms

Retail businesses

Retail enterprises are commercial enterprises whose basic task is to supply consumers directly for domestic consumption or to social groups for unproductive consumption. Retail enterprises are businesses that provide goods and services directly to consumers. They include department stores, supermarkets and retail shops that are directly involved in the sale of general merchandise and do not produce their own goods.

Separation of employment

Employee separation can be defined in both a broad and narrow sense.

Price (1977) gives a broad definition of separation as a change in the status of an individual as a member of an organisation, i.e. a transfer of labour, including geographical, occupational and industrial movements, and an inflow and outflow of employees from a particular organisation.

Mobley (1982) gives a narrow definition of separation as the process by which a person who receives monetary compensation from an organisation breaks his or her membership of the organisation. This distinguishes separation from promotion, demotion, transfer and retirement within an organisation. The concept emphasises that separation is a break in the employee's employment relationship with the organisation.

This thesis examines the movement of labour from within to outside the organisation by employees entering the organisation, in the narrow sense of separation.

Classification of separation behaviour

Abelon (1986) proposed a classification of separation behaviour, which is divided into active and inactive separations from an individual perspective and avoidable and unavoidable from an organisational perspective. Some of the reasons for active separation can be avoided through organisational action, for example, due to problems with supervisors, pay and promotion, the work environment and the work itself. Other reasons, such as family and personal health problems, cannot be avoided by the organisation. Therefore, for the purposes of this paper, we are referring to separations that are initiated by the individual employee and can be avoided by appropriate measures at the organisational level. Other separation situations will not be considered in the separation analysis for this thesis.

Turnover Intention

Mobley (1977) argues that Turnover Intention is the most predictive variable of turnover behaviour and believes that the most direct indicator of turnover is Turnover Intention. By testing the Turnover Intention, it is possible to predict the factors that may influence future departures, and this can be used to reduce and improve employee turnover rates.

Job Satisfaction

Price (1977) argues that employees' preference for their jobs, job satisfaction and the opportunity to change jobs are mediating factors that influence employee turnover, with job satisfaction being the most significant. According to Ye (2005), job satisfaction refers to an employee's emotional experience of their job and job-related activities. The key to employees' satisfaction with their jobs is whether the content provided by the job is consistent with the content and degree preferred by the employees. That is, whether the content of the job provided by the organisation is consistent with the expectations of the employees.

Organizational commitment

Organisational commitment refers to a willingness to stay with the organisation as employees unilaterally invest more time, energy and even money in the organisation. In other words, organisational commitment is more of an 'emotional attachment' of employees to the organisation. Meyer and Allen (1991) proposed a 'three-factor' theory of organisational commitment, which classifies organisational commitment into affective, continuance and normative commitment, and Price (1997) agrees, suggesting that organisational commitment refers to the degree to which employees are loyal to a social unit. Depending on who the employee is loyal to, organisational commitment can be broken down into commitment to the organisation as a whole, commitment to a department or even a small team.

Job search behavior and turnover intention

Job search behaviour is the degree to which an employee is motivated to find another job. Turnover intention refers to the extent to which employees want to leave their current employer. In Hom and Grifeth's (1995) study, job search behaviour and turnover intentions were considered together as "consideration for leaving". Job search behaviour increases intention to leave. According to Mobley's extended mediating chain model (1982), job search behaviour is a direct antecedent variable of intention to leave, i.e. an employee finds a job and then decides whether to leave his or her current employer.

Job autonomy

Job Autonomy refers to the extent to which an employee can use his or her job-related authority. It is the distribution of power from the perspective of the individual's job, as opposed to the power of the individual's position in the work group. Similar to Price's research, this thesis focuses on job autonomy in the context of the job itself and does not consider the broader aspects of job autonomy such as working hours and working environment.

Distributive justice

Distributive Justice refers to the extent to which an organisation's rewards and punishments for employees are linked to job performance. Distributive justice is higher when

employees are rewarded more for their contribution to the organisation and less for their contribution to the organisation. Fairness is in most cases analysed from a psychological perspective, and distributional fairness is thought to influence turnover intentions through job satisfaction and organisational commitment. Employees invest effort, experience and skills in the organisation in return for exogenous rewards (e.g. money, extra benefits or promotion) and endogenous rewards (e.g. a sense of identity, team membership or meaningful work). If employees are not fairly rewarded for their input, they will reduce their job satisfaction and organisational commitment to achieve a subjective perception of fairness.

Job stress

Job Stress is the degree to which job duties are not being fulfilled. Job Stress in the Price-Mueller (2000) model states that it consists of four dimensions: resource scarcity (lack of resources to do the job), role ambiguity (unclear job responsibilities), role conflict (inconsistent job performance) and workload (the amount of effort required to do the job). Stress at work can put employees in situations that are detrimental to their physical and mental health and hinder their positive attitudes towards work. The Price-Mueller (2000) model assumes that job stress affects turnover intentions through job satisfaction.

Payment

Payment is the amount of money and other cash equivalents received for working for an organisation. Economists have long stressed the importance of pay for turnover, and many have found a highly significant negative relationship between pay and turnover; the Price model provides a clearer examination of the importance of the effect of pay on turnover intentions when controlling for other possible determinants. The economists' study only examined the direct effect of pay on turnover, and the Price model suggests that the effect of pay on turnover intentions works through job satisfaction. As a reward for the employee's commitment to the organisation, increases and decreases in pay increase and decrease job satisfaction accordingly, and employees achieve a subjective perception of the balance between commitment and reward.

Promotional chance

Promotional Chance is the potential for upward vertical career mobility within the organisation. Promotional Chance has long been Promotional Chance has long been an important variable for sociologists to examine, mainly because it fits with the traditional focus of sociologists on vertical mobility. However, in recent years sociologists and economists have often looked at this variable from the perspective of the internal labour market (ILM). Mobley (1978,1982) emphasises the importance of future earnings on the impact of attrition and the opportunity for promotion reflects a future gain. reflects a future gain. As high promotion opportunities encourage individuals to develop their careers within the organisation to ensure job security and other long-term future gains, an increase in this variable is thought to increase job satisfaction and organisational commitment, which in turn reduces the intention to leave.

Routinization

Job Rountinization refers to the extent to which an individual's work is repeated. For example, the job monotonicity of manual workers is generally high, while the job monotonicity of computer engineers is generally much lower in comparison. Job monotony is thought to have an impact on turnover intentions through job satisfaction. Contented work makes employees feel challenged by their work and increases job satisfaction as they feel that their work is meaningful due to the expansion of their abilities and skills. Conversely, job satisfaction decreases.

Social support

Social Support is support for employees with work-related issues. Support can come from colleagues, supervisors, friends and family outside of work. Social support includes external social support, which refers to support from social networks outside the organisation for work-related issues, mainly including support from friends and relatives, and internal social support, which refers to support from other people within the organisation for work-related issues, including support from supervisors and colleagues. The Price-Mueller (2000) model suggests that supervisor support has an impact on both job satisfaction and organisational commitment, while other forms of support play a role in turnover intentions through job satisfaction.

General training

General training is the extent to which an employee's skills and knowledge can be used by other organisations. The concept of general training is derived from the study of human capital in human resource economics. The opposite of general training is specific training, which can only be used by the current employer. In most cases, employers protect themselves by increasing employees' wages, status, power, etc., to protect their investment in specific training, which reduces job-seeking behaviour and the intention to leave. In contrast, general training is in most cases an investment made by the employee and the employer does not increase the return to the employee, which can lead to an increase in job-seeking behaviour and turnover intentions.

Job involvement

Job Involvement refers to the extent to which employees are willing to put effort into their work. Employees who are willing to work hard are known as highly engaged employees, while those who are not willing to work hard are known as lowly engaged employees. The Price-Mueller (2000) model assumes a positive relationship between job engagement and job satisfaction and organisational commitment. Price (2001) argues that this is mainly because highly engaged employees work harder and receive more rewards for their efforts, which in turn lead to higher job satisfaction and organizational commitment.

Positive/Negative Affectivity

Positive Afectivity and Negative Afectivity are personality tendencies to experience happy/unhappy emotional states. Positive and negative affect are not two ends of a continuous axis of change of one variable; they are related to each other but are two different variables. Traditionally, research on the antecedent variables of job satisfaction has focused on structured variables, Price (2001) argues that the importance of introducing positive and negative affect is twofold: (i) affect has a direct effect on job satisfaction, which arises mainly through selective perceptions of aspects of the job. An employee with high positive affect may selectively perceive favourable aspects of the job, thereby increasing job satisfaction. However, this mediating process needs to be validated; (ii) these two variables may have an impact on the

measurement of some other important structural variables, such as job stress and social support. Individuals in a positive affective state are likely to report low job stress and high social support. Therefore, it is important to control for these two variables in studies of intention to leave.

Opportunity

Opportunity refers to the ease of finding replaceable jobs. It is a labour market variable that has long been emphasised by economists. For a long time, the intermediate variable between opportunity and intention to leave has not been examined. The existing literature, particularly among economists, suggests that opportunity directly affects turnover, and Price (2000) therefore proposes the hypothesis that opportunity directly leads to job-seeking behaviour and turnover intentions.

Kinship responsibility

Kinship responsibilities refer to obligations to relatives living in the same community. Price's research has focused on employees' relatives who have the heaviest obligations, i.e. the employee's parents, spouse and children.

1.6 Limitations of the Study

Although this study includes significant theoretical/practical implications, it contains several limitations. Firstly, the proposed theoretical model was tested with a sample of employees from small retail businesses in China. However, employees' responses and behaviours may differ in other countries/cultures. Therefore, our findings need to be interpreted with caution. In order to avoid such generalisability issues, it is necessary to draw samples from larger populations in different countries/cultures in future studies. In addition, this study used a cross-sectional research design and collected data only once. It may not provide a clear picture of changes over time.

Secondly, this study uses the Price-Mueller model as the centrepiece to interpret employee turnover in small retail firms in China. However, there are other deterministic variables that drive/hinder employee turnover. Future research should take these factors and

constructs into account to extend the proposed theoretical framework and improve its explanatory power.

1.7 Significance of the Study

The high staff turnover rate has become a common problem for small and medium-sized retail enterprises. The high turnover rate is bound to bring high costs to enterprises and become an important factor limiting the development of the company and affecting the efficiency and service quality of retail enterprises.

1.7.1 Theoretical significance.

Through the analysis of the employee turnover problem in retail enterprises, it theoretically helps to improve the human resource management system, unearth the key factors that may affect the turnover of grassroots employees, provide rationalization suggestions for enterprise managers in the recruitment, selection and employment of talents, enrich the theory of employee turnover, and make more theoretical exploration and theoretical support in the human resource management of enterprises. This study combines the Price-Mueller model with a questionnaire survey, and designs a questionnaire based on the core variables in the Price-Mueller model. Through the distribution of questionnaires and interviews with leavers, the study aims to gain a deeper understanding of the inner motivations of leavers, profoundly analyse the leavers' factors, ensure the objectivity of the survey on leavers' factors, and enhance the applicability of the research results.

1.7.2 Practical significance.

To help retail enterprises reduce the turnover rate of grass-roots employees, reduce the cost of leaving, ensure the stability of the existing grass-roots workforce, retain valuable employees and build the core competitiveness of enterprises.

1.8 Theoretical Framework

The Price-Mueller model is currently the best-known model for measuring employee turnover. Based on the specificity of the structure of Chinese companies, the model has been heavily applied to practical research work. In this model, the dependent variable is the propensity of employees to leave, and the independent variables are mainly four: environmental, individual, structural, and process variables. The first is the environmental variable, which includes the two variables of kinship responsibility and opportunity. The second is the individual variable, which contains the three variables of general training, job involvement and emotion. The third is the structured variable, which contains seven exogenous variables. The fourth is the process variable, which contains job satisfaction, organisational commitment, job search behaviour, and propensity to leave. Of these, job satisfaction is the extent to which employees prefer their job, and organisational commitment is the extent to which employees are loyal to a social unit. Job search behaviour is the extent to which employees are motivated to find another job. Their structural relationship is shown in the table (see table 1.1).
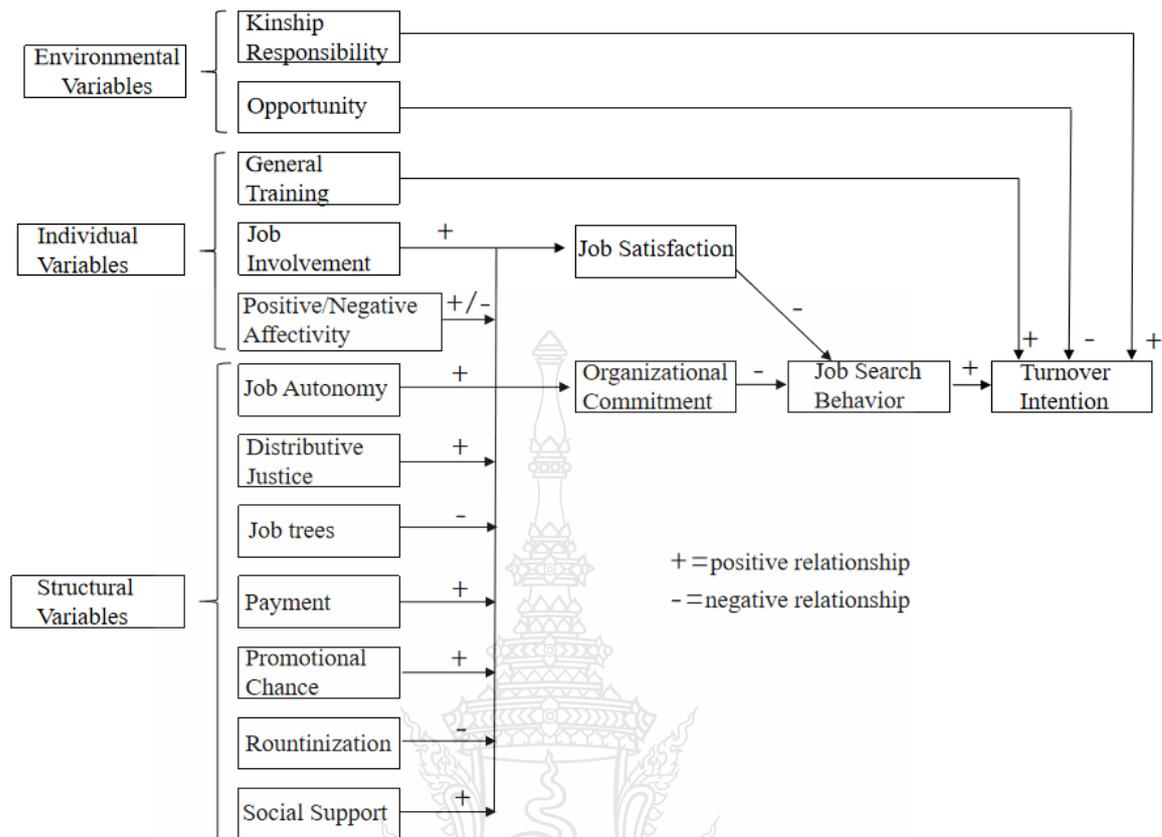
Figure 1.1 Price-Mueller model

As can be seen from the table, many factors in the model affect the variables.

One is that the independent variables affect the mediating variables. Environmental variables directly influence the propensity to leave. The individual and structural variables are not directly related to the propensity to leave; they first influence job satisfaction or organisational commitment, which then feeds through to job search behaviour and changes employees' propensity to leave.

Secondly, the tendency to leave is influenced by mediating variables. The role of individual and structured variables determines job search behaviour through job satisfaction and organisational commitment, which finally influence the propensity to leave.

Thirdly, the variables interact and influence each other. The first influence is on employees' subjective evaluations. If organisational commitment or satisfaction is high, it will

reduce employees' search for external job opportunities and thus reduce the turnover rate. Conversely, the search for new job opportunities will increase, the propensity to leave, and the turnover rate will rise. It is important to note that the specific elements of each variable in the Price-Mueller model are not fixed and vary from company to company, both consistently and differently, and need to be analysed company-by-company basis.

goal, the goal will have little motivational effect.

After Fromm, the American management scientist E. A. Locke and others developed the 'goal-setting theory'. In summary, there are three main factors.

The first is the difficulty of the goal. Goals that are easy to achieve are not challenging and do not motivate people, so they are not very motivating. Of course, unattainable goals can also be daunting and thus lose their motivational effect. Therefore, the goal should be controlled at a difficult level but not beyond people's ability to bear.

The second is the clarity of the goal. Goals should be clear and specific, such as "try to do a good job", "work hard" and other general and vague, abstract goals, the motivational effect on people is not great. Concrete goals that can be observed and measured can make people clear the direction of struggle and their gaps, to have a better motivational effect.

Thirdly, the acceptability of the goals. Only when the workers accept the organisational goals and coordinate them with their personal goals can the goals play their proper motivational function. For this reason, employees should be involved in formulating organisational goals. This is more likely to increase the acceptability of goals and make workers see the achievement of goals as their own business, thus increasing the motivational effect of goals.

All these studies on needs and goals must be considered in designing performance evaluation systems. In particular, several of the requirements set out in the process theory of motivation are instructive in designing effective performance evaluation systems.

variable calculation and detailed analysis, possible influencing factors are identified to provide a scientific basis for developing countermeasures to control the turnover rate of sales staff.

3.3 Instrumentation

The questionnaire was divided into two parts.

The first part, the basic personal information of employees, has six measurement items.

The second part is the reasons for leaving. A 5-point Likert scale was used to classify the responses to the items into "strongly disagree", "disagree", "unsure", and "agree". "Agree" and "Strongly Agree", with scores of 1, 2, 3, 4 and 5, respectively, for 57 items. The design is based on each of the variables in the Price-Mueller model. The items include job satisfaction, organisational commitment, job search behaviour, intention to leave, job autonomy, distributional equity, job stress, pay, promotion opportunities, job monotony, social support, etc.

3.4 Procedure of the Data Collection

The data was collected using paper and electronic questionnaires. In order to ensure the scope of the survey, the respondents were mainly ex-employees, but some current employees were not excluded.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Sequences of Research

The research for this Thesis will follow the following schedule

- Define research topic

- Pre-data collection

- Define research questions

- Literature review

- Complete first three chapters

- Prepare survey

- Implement survey

- Evaluate survey datas

- Complete chapter four and five

3.2 Sampling Technique

The research in this paper uses a combination of quantitative and qualitative analysis.

The quantitative research focuses on the calculation of variables and in-depth analysis of data on many factors of salesperson turnover and satisfaction surveys.

The qualitative research focuses on the statistical analysis and categorisation of the survey and variable calculation data on the exit factors. It summarises the many qualitative problems that reflect the current situation to provide a basis and reference for the proposed countermeasures.

This paper's quantitative and qualitative analysis exists mainly in Chapters 4 and 5, which are the focus of the research and analysis.

This study adopts a questionnaire survey, expected to be distributed to around 300 leavers from various small retail companies. Through a questionnaire survey, data aggregation,

CHAPTER 4

RESEARCH RESULTS

       Chapter 4 deals with the evaluation and interpreting of the research results by using statistical methods

       Form production is limited by having too many variables. Therefore, certain information within the tables will be abbreviated in English.

Variables	Abbreviations	Number of questions	Dimensional averages
Kinship Responsibility	KR	3	MKR
Opportunity	OP	3	MOP
General Training	GTR	3	MGT
Job Involvement	JI	3	MJI
Positive Affectivity	PA	3	MPA
Negative Affectivity	NA	3	MNA
Job Autonomy	JA	3	MJA
Distributive Justice	DJ	3	MDJ
Job Stress	JST	3	MJST
Payment	PAY	3	MPAY
Promotional Chance	PC	3	MPC
Routinization	ROU	3	MROU
Social Support	SS	3	MSS
Job Satisfaction	JSA	3	MJSA
Organizational Commitment	OC	3	MOC
Job Search Behavior	JSB	3	MJSB
Turnover Intention	TI	3	MTI

4.1 Questionnaire distribution and sample characteristics

This study was conducted from February 15, 2023, to March 5, 2023, using online (targeting mainly sales staff of small retail enterprises seeking software) or offline (targeting specifically ex-employees of small retail enterprises) to distribute questionnaires to ex-employees of small retail enterprises. After the questionnaires were collected, 318 valid questionnaires were excluded, with an effective rate of 96.36%. The sample characteristics of this study are shown in the table below.

Table 4.1 Descriptive Characteristics of Respondents

Item	Options	Frequency	Percent
Gender	Male	155	48.74
	Female	163	51.26
Marital status	Unmarried	94	29.56
	Married	224	70.44
Age	Under 25 years old	59	18.55
	26-35 years old	114	35.85
	36-45 years old	92	28.93
	Over 45 years old	53	16.67
Academic qualifications	Lower than undergraduate	134	42.14
	Undergraduate	133	41.82
	Postgraduate and higher qualifications	51	16.04
Length of employment with the company	Less than 1 year	55	17.30
	1-3 years	104	32.70
	3-5 years	116	36.48
	More than 5 years	43	13.52
Current or departing position	Sales Executive	130	40.88
	General sales staff	188	59.12

Limitation:

Although this study includes important theoretical/practical implications, it also has limitations. The theoretical model was tested with a sample of employees from small retail businesses in China. However, the responses and behaviours of salespeople may differ in other countries/cultures. Therefore, our findings need to be interpreted with caution. To avoid such generalisability issues, it will be necessary to sample larger populations in different countries/cultures in future studies.

4.2 Reliability

Reliability, refers to the Consistency and Stability of a measure and can be evaluated regardless of the instrument used to measure it. In the field of questionnaires, various scales are mainly used as measurement instruments so that this section will focus on the reliability associated with scales. For internal consistency reliability analysis of scale-based instruments, Cronbach α is used as a reliability indicator, and a measure is internally consistent if the α of the measure is above 0.7 (Bland & Altman, 1997)
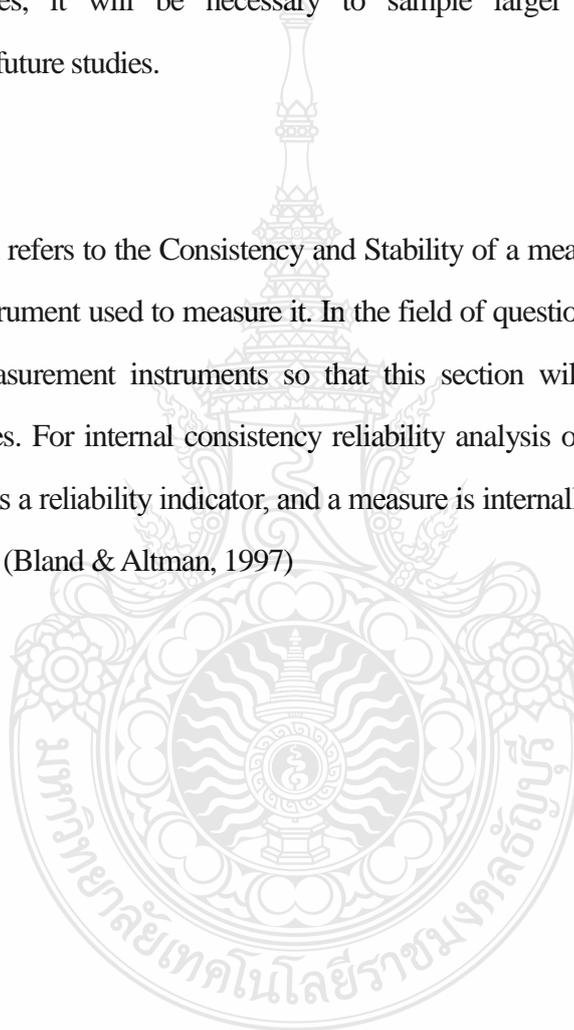
Table 4.2 Reliability (Cronbach α) analysis

Variables	N of Items	Cronbach's α
Kinship Responsibility	3	0.817
Opportunity	3	0.792
General Training	3	0.806
Job Involvement	3	0.820
Positive Affectivity	3	0.825
Negative Affectivity	3	0.818
Job Autonomy	3	0.828
Distributive Justice	3	0.848
Job Stress	3	0.840
Payment	3	0.809
Promotional Chance	3	0.843
Routinization	3	0.817
Social Support	3	0.835
Job Satisfaction	3	0.820
Organizational Commitment	3	0.819
Job Search Behavior	3	0.789
Turnover Intention	3	0.798

The results of the analysis showed that the Cronbach α coefficient of internal consistency reliability for each variable ranged from 0.789 to 0.848. Therefore, the questionnaire used in this study has good reliability.

4.3 Validity

4.3.1 Exploratory Factor Analysis

Exploratory Factor Analysis (EFA) is a type of Factor Analysis (FA) that originated in psychological research and is used to explore the structure behind phenomena. From a top-down

perspective, EFA uses a reflective model, where the researcher identifies a concept and finds the corresponding reflective indicators to form a factor model. From a bottom-up perspective, when faced with many variables, the researcher may consider using a few latent variables as 'proxies' and the original variables as indicators, thus simplifying the data.

Table 4.3 KMO and Bartlett's Test

KMO		0.712
Bartlett's Test of Sphericity	Chi-Square	6894.992
	df	1275
	p	<0.001

The analysis showed a KMO value of 0.712 and a Bartlett's test of sphericity at a significant level, indicating that the data were suitable for subsequent analysis.
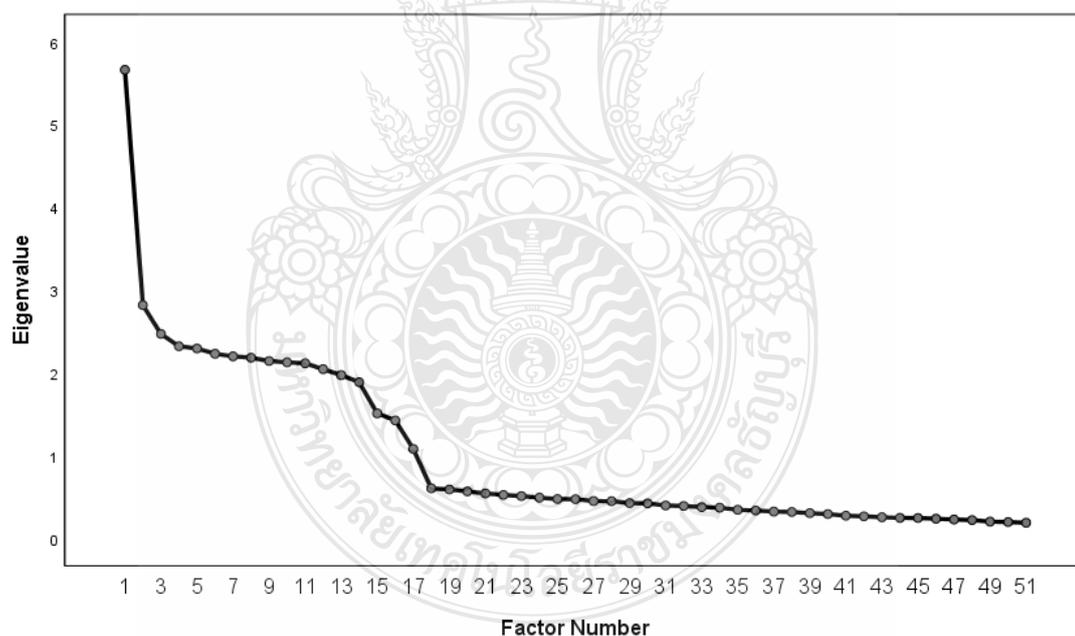
Figure 4.1 Scree plot

Factors were extracted using the principal component method, and the results showed that there were 17 factors with eigenvalues greater than 1, cumulatively explaining 75.45% of

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the variance (See Appendix B). The results of the gravel plot, however, showed a levelling off from the 18th factor, indicating that (18-1=17) 17 factors should be extracted. After extracting the 17 factors and rotating them using the maximum variance method, the results show that all the question items fall into the pre-defined dimensions, have significant factor loadings and have low cross-loadings with the other dimensions. Therefore, the questionnaire used in this study has good structural validity (See Appendix C).

4.3.2 Confirmatory Factor Analysis

Based on the exploratory factor analysis, Confirmatory Factor Analysis (CFA) was conducted using AMOS 24 on the scale type of measurement instrument. In the validation factor analysis, the factor loadings of the question items had to be higher than 0.6, and the model fit had to meet the appropriate criteria. Structural equation model fit metrics are used for cardinality, degrees of freedom, cardinality/ degrees of freedom, RMSEA (Root Mean Square Error of Approximation), GFI (Goodness of Fit Index), AGFI (Adjusted Goodness of Fit Index), and RFI (Relative Fit Index), NFI (Normed Fit Index), IFI (Incremental Fit Index), TLI (Tucker-Lewis index) and CFI (Comparative Fit Index). All indicators must meet the criteria to indicate a good model fit (Wang et al., 2010). In addition, according to Hair (2009), if CR > 0.7 and AVE > 0.5, the dimensional measures of (Composite Reliability, CR) and (Average Variance Extracted, AVE) are calculated based on standardised factor loadings, then the dimensional measures have good Convergent Validity.

Table 4.4 Model fit

Index	χ^2	df	χ^2/df	RMSEA	SRMR	TLI	CFI
Critical value			<3	<0.08	<0.05	>0.95	>0.95
Est.	1187.237	1088	1.091	0.017	0.038	0.981	0.984

The analysis results show that all the fitted indicators of the model are within a reasonable range, and the overall fit is excellent and suitable for subsequent analysis.

Table 4.5 Confirmatory Factor Analysis

Variables	Items	Loadings	SE	Z	p	Std.Loadings	CR	AVE
KR	KR1	0.802	0.051	15.864	<0.001	0.831	0.821	0.605
	KR2	0.842	0.057	14.753	<0.001	0.780		
	KR3	0.724	0.054	13.427	<0.001	0.718		
OP	OP1	0.836	0.059	14.157	<0.001	0.777	0.795	0.564
	OP2	0.680	0.049	13.816	<0.001	0.759		
	OP3	0.703	0.054	12.949	<0.001	0.715		
GTR	GTR1	0.771	0.054	14.208	<0.001	0.766	0.806	0.582
	GTR2	0.723	0.053	13.580	<0.001	0.736		
	GTR3	0.843	0.058	14.597	<0.001	0.785		
JI	JI1	0.769	0.052	14.897	<0.001	0.785	0.821	0.605
	JI2	0.803	0.052	15.565	<0.001	0.815		
	JI3	0.680	0.050	13.728	<0.001	0.731		
PA	PA1	0.738	0.049	14.964	<0.001	0.783	0.825	0.612
	PA2	0.705	0.047	14.957	<0.001	0.783		
	PA3	0.770	0.052	14.891	<0.001	0.780		
NA	NA1	0.804	0.055	14.558	<0.001	0.772	0.817	0.599
	NA2	0.810	0.054	14.989	<0.001	0.792		
	NA3	0.770	0.054	14.232	<0.001	0.757		
JA	JA1	0.659	0.045	14.530	<0.001	0.760	0.831	0.621
	JA2	0.865	0.053	16.218	<0.001	0.834		
	JA3	0.711	0.048	14.716	<0.001	0.768		
DJ	DJ1	0.810	0.050	16.092	<0.001	0.812	0.848	0.651
	DJ2	0.823	0.050	16.352	<0.001	0.822		
	DJ3	0.731	0.047	15.464	<0.001	0.786		

Table 4.5 Confirmatory Factor Analysis

Variables	Items	Loadings	SE	Z	p	Std.Loadings	CR	AVE
JST	JST1	0.827	0.053	15.645	<0.001	0.798	0.842	0.640
	JST2	0.707	0.047	15.009	<0.001	0.771		
	JST3	0.883	0.054	16.448	<0.001	0.830		
PAY	PAY1	0.799	0.055	14.453	<0.001	0.771	0.813	0.592
	PAY2	0.813	0.055	14.645	<0.001	0.780		
	PAY3	0.661	0.047	14.123	<0.001	0.756		
PC	PC1	0.720	0.045	16.147	<0.001	0.816	0.846	0.646
	PC2	0.744	0.046	16.309	<0.001	0.823		
	PC3	0.593	0.039	15.072	<0.001	0.772		
ROU	ROU1	0.697	0.049	14.104	<0.001	0.751	0.818	0.599
	ROU2	0.769	0.052	14.890	<0.001	0.788		
	ROU3	0.735	0.050	14.788	<0.001	0.783		
SS	SS1	0.761	0.048	15.875	<0.001	0.814	0.835	0.628
	SS2	0.748	0.049	15.155	<0.001	0.783		
	SS3	0.746	0.049	15.079	<0.001	0.780		
JSA	JSA1	0.786	0.054	14.595	<0.001	0.757	0.821	0.605
	JSA2	0.744	0.047	15.826	<0.001	0.806		
	JSA3	0.698	0.047	14.892	<0.001	0.769		
OC	OC1	0.790	0.051	15.405	<0.001	0.790	0.820	0.603
	OC2	0.859	0.056	15.436	<0.001	0.792		
	OC3	0.779	0.054	14.320	<0.001	0.747		
JSB	JSB1	0.646	0.048	13.457	<0.001	0.739	0.790	0.556
	JSB2	0.703	0.051	13.807	<0.001	0.756		
	JSB3	0.704	0.052	13.488	<0.001	0.741		
TI	TI1	0.645	0.046	13.916	<0.001	0.753	0.800	0.571
	TI2	0.757	0.052	14.435	<0.001	0.777		
	TI3	0.650	0.048	13.567	<0.001	0.736		

Further testing of the factor loadings for each question item showed that the standardised loadings ranged from 0.715-0.834, all reaching significance levels ($p<0.001$); the CR values for the dimensions ranged from 0.790-0.848, all exceeding 0.7; and the AVE values for each dimension ranged from 0.556-0.651, all exceeding 0.5. In summary, the data from this study were validated by factor analysis, and the convergent validity of the measurement dimensions was good.

4.3.3 Discriminant Validity

Construct Validity includes both Convergent Validity and Discriminant Validity. In the test for Discriminant Validity, the dimensional AVE squared values, and the correlation coefficients between this dimension and the other dimensions were chosen for comparison.

The analysis showed that the correlation coefficients between any two dimensions were smaller than the square root of the AVE of each dimension itself (bolded diagonal numbers), indicating that there was sufficient discriminant Validity between the dimensions and that concepts were well differentiated from each other (Hair, 2009).

4.4 Analysis of differences in demographic characteristics

4.4.1 Gender

A T-test was conducted on satisfaction, organisational commitment, job search and turnover intentions using gender as a subgroup.

The results showed that there were significant differences in each variable by gender, with men having higher satisfaction and more significant organisational commitment, as well as lower job search behaviour and lower turnover intentions.

Table 4.6 T test

Variables	Gender	N	Mean	SD	t	df	p
JSA	Male	155	3.189	0.817	4.952	316	<0.001
	Female	163	2.748	0.771			
OC	Male	155	3.153	0.922	3.906	316	<0.001
	Female	163	2.769	0.829			
JSB	Male	155	2.903	0.764	-4.720	316	<0.001
	Female	163	3.299	0.729			
TI	Male	155	2.804	0.727	-2.956	316	0.003
	Female	163	3.055	0.784			

4.4.2 Marital status

A T-test was conducted on satisfaction, organisational commitment, job search and turnover intentions using marriage as a subgroup.

The results showed that each variable was significantly different for marriage, with higher satisfaction, more substantial organisational commitment, lower job-seeking behaviour, and lower intention to leave for married couples.

Table 4.7 T test

Variables	Marital status	N	Mean	SD	t	df	p
JSA	Unmarried	94	2.713	0.809	-3.585	316	<0.001
	Married	224	3.068	0.807			
OC	Unmarried	94	2.674	0.762	-3.714	316	<0.001
	Married	224	3.074	0.922			
JSB	Unmarried	94	3.270	0.695	2.471	316	0.014
	Married	224	3.037	0.792			
TI	Unmarried	94	3.113	0.755	2.752	316	0.006
	Married	224	2.857	0.759			

4.4.3 Age

Analysis of variance (ANOVA) was conducted on satisfaction, organisational commitment, job search intention and intention to leave using age as a subgroup.

The results showed significant differences in age for all variables, with older age being associated with higher satisfaction and more substantial organisational commitment, as well as lower job search behaviour and turnover intentions.

Table 4.8 ANOVA

Variables	Age	N	Mean	SD	F	p
JSA	Under 25	59	2.542	0.768	14.793	<0.001
	26-35	114	2.857	0.776		
	36-45	92	3.072	0.787		
	Over 45	53	3.472	0.749		
OC	Under 25	59	2.463	0.768	17.741	<0.001
	26-35	114	2.801	0.790		
	36-45	92	3.141	0.907		
	Over 45	53	3.516	0.849		
JSB	Under 25	59	3.548	0.663	18.662	<0.001
	26-35	114	3.120	0.734		
	36-45	92	3.130	0.674		
	Over 45	53	2.541	0.788		
TI	Under 25	59	3.209	0.719	5.855	0.001
	26-35	114	2.947	0.842		
	36-45	92	2.920	0.656		
	Over 45	53	2.616	0.717		

4.4.4 Academic qualifications

Analysis of variance (ANOVA) was conducted on satisfaction, organisational commitment, job search intention and intention to leave, using educational attainment as a subgroup.

The results showed significant differences in each of the variables in terms of educational attainment, with higher educational attainment resulting in higher satisfaction and more substantial organisational commitment, as well as lower job-seeking behaviour and turnover intentions.

Table 4.9 ANOVA

Variables	Academic qualifications	N	Mean	SD	F	p
JSA	Lower than undergraduate	134	2.744	0.739	14.318	<0.001
	Undergraduate	133	3.005	0.857		
	Postgraduate and higher qualifications	51	3.431	0.734		
OC	Lower than undergraduate	134	2.595	0.776	27.906	<0.001
	Undergraduate	133	3.090	0.857		
	Postgraduate and higher qualifications	51	3.556	0.881		
JSB	Lower than undergraduate	134	3.333	0.724	14.044	<0.001
	Undergraduate	133	3.025	0.767		
	Postgraduate and higher qualifications	51	2.719	0.716		
TI	Lower than undergraduate	134	3.124	0.777	8.831	<0.001
	Undergraduate	133	2.847	0.747		
	Postgraduate and higher qualifications	51	2.654	0.663		

4.4.5 Length of employment with the company

Analysis of variance (ANOVA) was conducted on satisfaction, organisational commitment, job search intention and intention to leave, using the length of employment with the company as a subgroup.

The results showed a significant difference in each variable in terms of length of employment with the company, with higher levels of satisfaction and organisational commitment, as well as lower job search behaviour and turnover intentions.

Table 4.10 ANOVA

Variables	Length of employment with the company	N	Mean	SD	F	p
JSA	Less than a year	55	2.497	0.702	18.476	<0.001
	1-3 years	104	2.792	0.790		
	3-5 years	116	3.126	0.766		
	More than 5 years	43	3.535	0.753		
OC	Less than a year	55	2.521	0.728	14.745	<0.001
	1-3 years	104	2.782	0.847		
	3-5 years	116	3.095	0.867		
	More than 5 years	43	3.558	0.896		
JSB	Less than a year	55	3.406	0.736	16.800	<0.001
	1-3 years	104	3.285	0.725		
	3-5 years	116	3.037	0.722		
	More than 5 years	43	2.473	0.675		
TI	Less than a year	55	3.364	0.754	10.137	<0.001
	1-3 years	104	2.923	0.733		
	3-5 years	116	2.874	0.758		
	More than 5 years	43	2.566	0.640		

4.4.6 Current or departing position

A T-test was conducted on satisfaction, organisational commitment, job search and turnover intentions, using the position as a subgroup.

The results showed that each variable differed significantly by position, with sales

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executives having higher satisfaction, more substantial organisational commitment, lower job-seeking behaviour, and lower intention to leave.

Table 4.11 T test

Variables	position	N	Mean	SD	t	df	p
JSA	Sales Executive	130	3.087	0.828	2.248	316	0.025
	General sales staff	188	2.878	0.810			
OC	Sales Executive	130	3.151	0.827	3.285	316	0.001
	General sales staff	188	2.821	0.917			
JSB	Sales Executive	130	2.987	0.810	-2.297	316	0.022
	General sales staff	188	3.188	0.735			
TI	Sales Executive	130	2.810	0.725	-2.393	316	0.017
	General sales staff	188	3.018	0.784			

4.5 Structural equation modelling and hypothesis testing

4.5.1 Overall model and path coefficient analysis

The structural equation model was developed based on the research hypotheses. The results show that all the fitted indicators of the model are within a reasonable range, and the overall fit is excellent and suitable for subsequent analysis.

Table 4.12 Model fit

| Index	χ^2	df	χ^2/df	RMSEA	SRMR	TLI	CFI
Critical value			<3	<0.08	<0.05	>0.95	>0.95
1198.258	1120	1.070	0.015	0.039	0.985	0.987	0.984
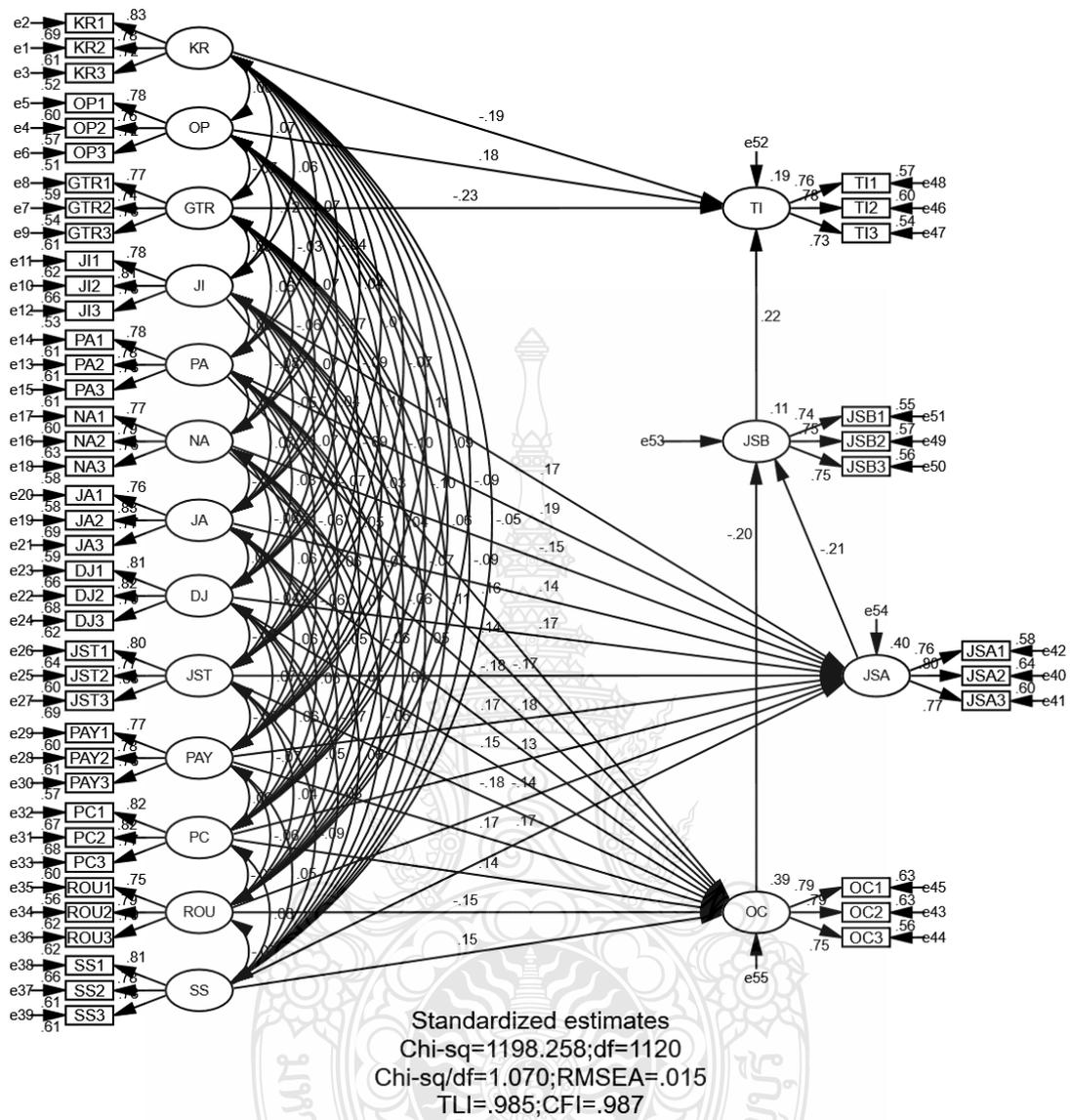
Figure 4.2 Structural Equation Modeling (Standardized estimates)

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Table 4.13 Summary of results (direct effects)

	Path		B	SE	Z	p	β
JI	→	JSA	0.156	0.054	2.863	0.004	0.171
PA	→	JSA	0.178	0.057	3.124	0.002	0.187
NA	→	JSA	-0.129	0.052	-2.478	0.013	-0.148
JA	→	JSA	0.150	0.062	2.401	0.016	0.141
DJ	→	JSA	0.145	0.051	2.860	0.004	0.168
JST	→	JSA	-0.147	0.050	-2.951	0.003	-0.174
PAY	→	JSA	0.158	0.053	3.004	0.003	0.181
PC	→	JSA	0.124	0.057	2.181	0.029	0.127
ROU	→	JSA	-0.141	0.060	-2.356	0.018	-0.140
SS	→	JSA	0.154	0.055	2.823	0.005	0.167
JI	→	OC	0.163	0.060	2.699	0.007	0.161
PA	→	OC	0.150	0.063	2.392	0.017	0.142
NA	→	OC	-0.175	0.058	-3.001	0.003	-0.181
JA	→	OC	0.203	0.070	2.902	0.004	0.173
DJ	→	OC	0.145	0.056	2.575	0.010	0.151
JST	→	OC	-0.167	0.056	-3.002	0.003	-0.178
PAY	→	OC	0.162	0.059	2.766	0.006	0.167
PC	→	OC	0.155	0.064	2.447	0.014	0.144
ROU	→	OC	-0.169	0.067	-2.522	0.012	-0.151
SS	→	OC	0.158	0.061	2.605	0.009	0.154
JSA	→	JSB	-0.211	0.077	-2.738	0.006	-0.209
OC	→	JSB	-0.180	0.069	-2.591	0.010	-0.198
KR	→	TI	-0.151	0.054	-2.816	0.005	-0.186
OP	→	TI	0.137	0.052	2.614	0.009	0.176
GTR	→	TI	-0.196	0.057	-3.420	0.000	-0.233
JSB	→	TI	0.202	0.063	3.219	0.001	0.220

Note : B=regression weights , β=standardized regression weights。

The results of the path coefficient test show that within the sample, job involvement, positive affect, job autonomy, fairness in distribution, pay, promotion opportunities, and social support have a significant positive effect on job satisfaction; negative affect, job stress, and job monotony have a significant negative effect on satisfaction.

Job involvement, positive affect, job autonomy, distributive fairness, pay, promotion opportunities, and social support have significant positive effects on organisational commitment; negative affect, job stress, and job monotony have significant negative effects on organisational commitment.

Satisfaction has a significant negative effect on job search behaviour; organisational commitment has a significant positive effect on job search behaviour.

Opportunity and job search behaviour have a significant positive effect on the intention to leave; kinship responsibility, general training, and intention to leave have a significant negative effect.

In addition, the higher the absolute value of β, the greater the effect on the dependent variable. Accordingly, it can be seen from the table that the factors of positive/negative affect, pay, job satisfaction, kinship responsibility, organisational commitment, and job stress have a greater degree of influence.

4.5.2 a Bootstrap test for mediation effects

Traditional mediation analysis models are analysed using a three-step approach, using traditional regression methods to test the model's path coefficients (Baron & Kenny, 1986). In the first step, regression analysis uses only the independent variable X on the dependent variable Y. The coefficient c is called the total effect. If the total effect is significant, then the second step is conducted; in the second step, regression analysis is conducted using the independent variable X on the mediating variable M. The coefficient a is the first half of the mediating effect, and if a is significant, then the next step is conducted; in the third step, regression analysis is conducted using the independent variable X and the mediating variable M together on the dependent variable Y The coefficient of M is b, the second half of the mediating model. If b is significant,

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the mediating model holds, and a*b is the mediating effect. In addition, in the third step, the coefficient of X is c', called the direct effect.
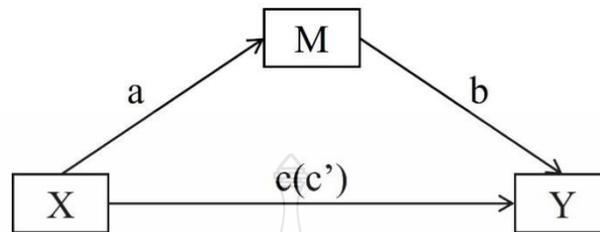
Figure 4.3 Intermediary Model Diagram

      As the structural equation model can be tested for multiple paths simultaneously, the three-step method is reduced to one step in the structural equation model, i.e. the entire mediation model is tested directly. In contrast, according to Hayes (2009), after the three-step approach, if the mediation model is valid mainly, a further 5000 simulations are carried out using the Bootstrap method to calculate the percentile confidence interval for the indirect effect bias correction. The indirect effect is valid if the confidence interval does not contain zero. Therefore, a Bootstrap analysis was performed using AMOS for 5000 runs to jointly test the coefficients of the two paths that make up the mediation.

Table 4.14 Mediation analysis

Indirect path	Effect	Bootstrap		
		SE	LLCL	ULCI
JI→JSA→JSB→TI	-0.0066	0.0042	-0.0198	-0.0013
PA→JSA→JSB→TI	-0.0076	0.0039	-0.0202	-0.0023
NA→JSA→JSB→TI	0.0055	0.0033	0.0014	0.0158
JA→JSA→JSB→TI	-0.0064	0.0043	-0.0205	-0.0011
DJ→JSA→JSB→TI	-0.0062	0.0039	-0.0188	-0.0014
JST→JSA→JSB→TI	0.0063	0.0036	0.0012	0.0169
PAY→JSA→JSB→TI	-0.0067	0.0039	-0.0181	-0.0016
PC→JSA→JSB→TI	-0.0053	0.0038	-0.0159	-0.0007
ROU→JSA→JSB→TI	0.0060	0.0041	0.0011	0.0202
SS→JSA→JSB→TI	-0.0066	0.0042	-0.0210	-0.0011
JI→OC→JSB→TI	-0.0059	0.0037	-0.0172	-0.0011
PA→OC→JSB→TI	-0.0055	0.0037	-0.0172	-0.0010
NA→OC→JSB→TI	0.0064	0.0042	0.0013	0.0191
JA→OC→JSB→TI	-0.0074	0.0047	-0.0213	-0.0012
DJ→OC→JSB→TI	-0.0053	0.0038	-0.0180	-0.0008
JST→OC→JSB→TI	0.0061	0.0038	0.0012	0.0181
PAY→OC→JSB→TI	-0.0059	0.0040	-0.0190	-0.0011
PC→OC→JSB→TI	-0.0056	0.0041	-0.0187	-0.0008
ROU→OC→JSB→TI	0.0061	0.0043	0.0008	0.0192
SS→OC→JSB→TI	-0.0057	0.0039	-0.0158	-0.0006

The results of the analysis showed that the ten variables of job involvement, positive affect, negative affect, job autonomy, distributional fairness, job stress, pay, promotion opportunities, job monotony and social support could all have significant mediating effects on turnover intentions through satisfaction and organisational commitment and further through job

search behaviour. Therefore, the hypotheses of this study on the mediation model were validated.

This chapter focuses on empirical analysis and is the core part of the thesis. This chapter builds on Chapters 2 and 3 and incorporates the questionnaire to analyse the main variables involved in small retail businesses empirically. It begins with some notes on questionnaire delivery and questionnaire collection. The analysis section mainly includes descriptive statistics, reliability analysis, validity analysis, factor analysis using principal component analysis and correlation analysis. The analysis verified the applicability of the Price-Mueller (2000) model to this thesis study, with the main findings including the following.

-The collected questionnaire has high reliability and validity.

-Factor analysis revealed high loadings of the questionnaire factors in explaining the issues elaborated in the text.

-T-tests and ANOVAs were conducted on satisfaction, organisational commitment, job search intention and intention to leave through analysis of variance on demographic characteristics, with gender, marriage, age, position and length of service as subgroups, and significant differences were found for each variable in terms of gender.

-The structural equation modelling and hypothesis testing revealed significant correlations between all the endogenous variables and the relationship between environmental, individual and structural variables, consistent with the Price-Mueller (2000) model. The table shows that the factors of positive/negative affect, pay, job satisfaction, kinship responsibility, organisational commitment, and job stress have a more significant influence.

The empirical findings in this chapter form the basis for Chapter 5, which identifies critical points that small retail business leaders should be aware of in employee turnover control, which can help leaders to move beyond previous misconceptions in addressing turnover issues in human resources.

The quality of sales supervisors could be higher

The quality of sales supervisors in small retail enterprises is generally not high, they do not know advanced scientific management theories, nor have they mastered scientific management tools and methods. Many of them do not know advanced scientific management theories, nor do they master scientific management tools and methods. Many managers reward and punish their staff only based on their personal preferences and fail to treat their grassroots staff fairly and impartially. Some managers lack humanity in managing their staff, ignore the characteristics of young employees, or lack good communication skills and the ability to channel guidance. When the grassroots staff are discontented, they cannot give timely guidance. Some supervisors cannot reasonably allocate the work of their staff and cannot give them timely work guidance. These problems can make grassroots staff feel dissatisfied and at a loss, leading to the loss of grassroots staff.

Lack of systematic training

Good training for grassroots staff plays a vital role in improving the performance of small retail enterprises. However, most small retail enterprises need more systematic training arrangements. They only do simple pre-employment and basic job skills training for grassroots staff and need more training in interpersonal relationships, potential development and other aspects. Much training is only formal, focused on something other than the actual effect. Such training does not help employees to proliferate and is not conducive to forming a sense of belonging to the company, making it easy to lose employees.

Neglecting employee career planning

Today, many people are paying more and more attention to their career development prospects, and the grassroots staff of small retail companies are no exception. They may be more concerned about higher salaries at the beginning of their work, but once their work is stable, they will naturally consider their career development path. However, small retail companies generally do not pay much attention to career planning for their grassroots staff, and some even treat them as mere labour. Many grassroots employees feel they have no room for development in the company and see no hope for future development, so they leave.

5.1.2 Employees' reasons

Employees' s self-worth

With society's continuous development and progress, the self-awareness of grassroots employees in small retail enterprises has been increasing. While they are constantly pursuing low-level needs to be satisfied, they also pay more attention to the satisfaction of higher-level needs, pursue career development prospects and clearly understand their rights and interests. Employees will intend to leave if they are not respected for long and feel their value in the company is low.

Younger employees are more likely to leave

Younger employees in small retail businesses have more capital to pick and choose their jobs. They have a better financial base and more knowledge and skills. They are very different from their parents in that they are restless, lack the spirit of hard work, are more selective about their work, have less job loyalty, pay more attention to self-protection and enjoy life while working. These characteristics determine their reluctance to take up long-term employment in small retail companies at the grassroots level.

Kinship responsibilities

Small retail companies generally work long hours and are usually open for business on statutory holidays. It is common for them to work overtime when there are big promotions. When dealing with consumers, grassroots employees must maintain their passion for their work to satisfy them. All of these places high demands on the physical fitness of the grassroots staff in small retail businesses. As a result, as grassroots employees age and their physical fitness declines, they tend to leave the company without a good career path.

On the other hand, the majority of grassroots employees in small retail companies are female. After marriage, female employees must work while caring for their families and children. Small retail companies' industry characteristics and working hours make it impossible for them to take care of their families. As a result, many female employees choose to leave grassroots positions in small retail companies after marriage.

5.2 Countermeasures to address the staff turnover problem in small retail enterprises

For small retail enterprises to gain a favourable position in the fierce market competition, reducing the turnover rate of grassroots employees is particularly important. Enterprise managers should fully understand the characteristics of the retail industry and the characteristics of the new generation of employees, pay more attention to grassroots employees, and take adequate measures to create a stable workforce to promote better the sustainable and healthy development of small retail enterprises.

5.2.1 Environmental variables

From the perspective of kinship responsibilities and opportunities, small retail businesses can rationalise their grassroots staff rotation system in line with the reality of the business work. Design a system of compensation and benefits systems that encourage employee loyalty. Try to provide competitive salary compensation as far as the business can afford. Gradually increase the level of benefits for employees according to their length of service—for example, shareholding for grassroots employees, work-family balance benefits for employees, etc.

5.2.2 Individual variables

From a general training, work engagement and emotional perspective.

Small retail enterprises should pay attention to helping the growth of their grassroots employees and increase their investment in training for them. Develop diverse and effective training methods for grassroots employees and appropriately use excellent external training resources to stimulate employees' interest in participating in training and learning and improve training effectiveness. Enrich the content of grassroots staff training, not only to develop basic job skills and other simple content training but also to focus on grassroots staff interpersonal relations, customer relationship management and potential development training. The training system for grassroots staff can be improved through the establishment of corporate business schools and other forms.

Small retail companies can increase the richness of their work to improve staff recognition and participation. Cultivate staff enthusiasm for their work. Involving sales staff in various management projects of the company, including scheduling management, process management, and trade union activities, helps employees to think differently, bring their talents and abilities into play in their management positions, enhance their sense of achievement and increase their work enthusiasm. Organise regular shift exchanges to give employees more opportunities and enhance cohesion.

Small retail enterprises need to pay timely attention to the stress of their staff and whether they are competent in their work. They should give timely care and support, which is also a significant factor in reducing turnover. Sales staff carry tremendous work pressure, but sometimes they need the approval of their families and society. As the company's human resources department, they must give them good care and support so that they can experience warmth in their work and improve corporate loyalty, thus reducing the turnover rate.

5.2.3 Structured variables

From the point of view of autonomy, employees are given full autonomy in their work to be autonomous in the resources used by the office.

From the fairness perspective, one is to set precise performance evaluation indicators. Most small retail companies have overly broad performance assessment indicators that are generic. However, they need distinct and targeted indicators that reflect the work characteristics of sales staff, making it difficult to assess their work and work characteristics, and help them improve their work style and increase efficiency. Only with the right and reasonable appraisal indicators can sales staff work in a more focused manner, thus improving the overall efficiency of payroll. Second, ensure that the performance appraisal process is scientific. After the company has formulated a new performance appraisal system, it should widely promote and publicise it so that every employee of the company, especially the sales staff, can participate in the appraisal system and increase the recognition of the appraisal system among the staff. Only when employees fully understand the purpose and significance of the appraisal and the impact on their income can they be taken seriously. Performance appraisals can be publicised through

meetings, training and tests to increase employee popularity. Performance appraisals should be open and transparent, and the results should be appropriately publicised so that employees are fully aware of their work shortcomings and can thus correct them and improve their overall efficiency. Third, focus on performance appraisal tracking feedback. In the actual work, the staff being assessed should know why they have deducted points for what deficiencies in the work done, what needs to be improved, find solutions to problems, and ultimately achieve the result of improving work efficiency. The company should establish performance appraisal tracking and timely feedback to help employees improve their work deficiencies and ultimately achieve a win-win situation for the company's development and personal development.

From a social support perspective, the management of a small retail company must maintain good communication with its employees, fully understand the basic information, character and abilities of new employees, and guide them properly in their work. In guiding and developing new employees, it is essential to consider the appropriateness and correctness of the assigned target tasks. In addition, as managers, the necessary resources needed for the job should be provided to the employees' Leaders must focus on their behaviour and grooming and communication skills when communicating with employees. New employees who make progress must be encouraged promptly, and their opinions and suggestions must be considered.

From the point of view of remuneration, small retail enterprises should set up a competitive and fair remuneration plan from the perspective of the value of the position and the actual situation of the sales department, as well as combine the new remuneration standards of other enterprises in the same industry.

From the perspective of promotion opportunities, small retail enterprises should establish and improve the talent training mechanism, build a career path for grassroots employees, help grassroots employees to do an excellent self-cognitive analysis, guide grassroots employees to do their career planning so that they can see their development direction, set up hard-work goals, enhance the sense of belonging of employees to the company, and reduce the turnover rate.

5.3 Implication for Practice and Future Research

Based on this study, further research can be conducted in the following two areas. Firstly, the Price-Mueller model suggests that external environmental factors directly affect employee turnover behaviour. However, the analysis of the results of this study shows that the external environmental variables are not entirely independent of the internal structural and individual variables. However, there is an inherent relationship between them. Therefore, in the future, it is necessary to explore further the intrinsic relationships between external variables, individual variables and structured variables and their paths of influence on employees' propensity to leave small retail enterprises. Secondly, the retail industry is innovative in its development, and the demand for sales staff varies at different stages. There may be redundancies, i.e. there are cases where employees leave passively. There are also situations where some employees do not fit the company's needs due to their age, professional skills, etc. It is, therefore, necessary to distinguish between employees' active and passive departure in small retail businesses and compare the similarities and differences between the factors influencing these two types of departure.
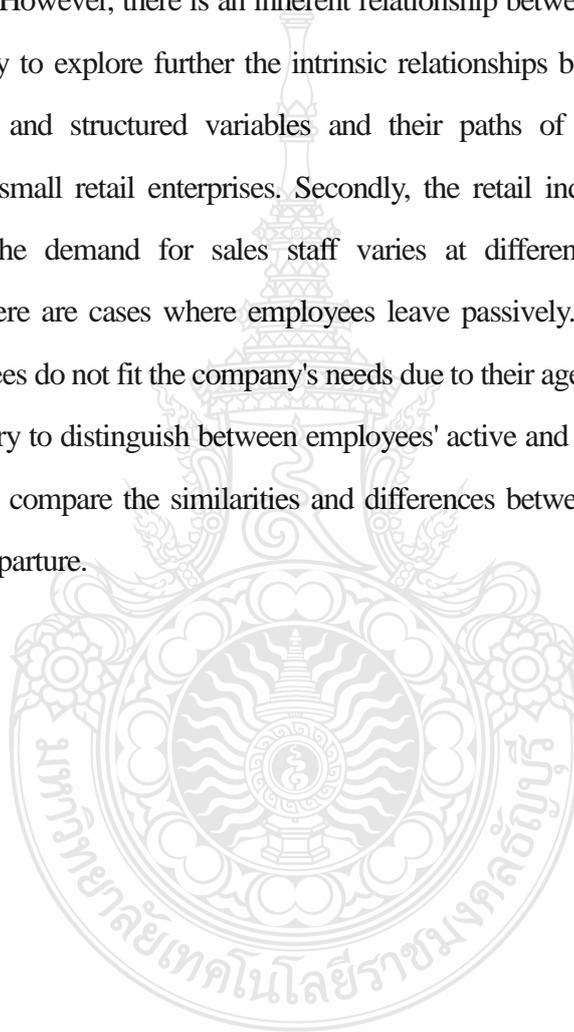
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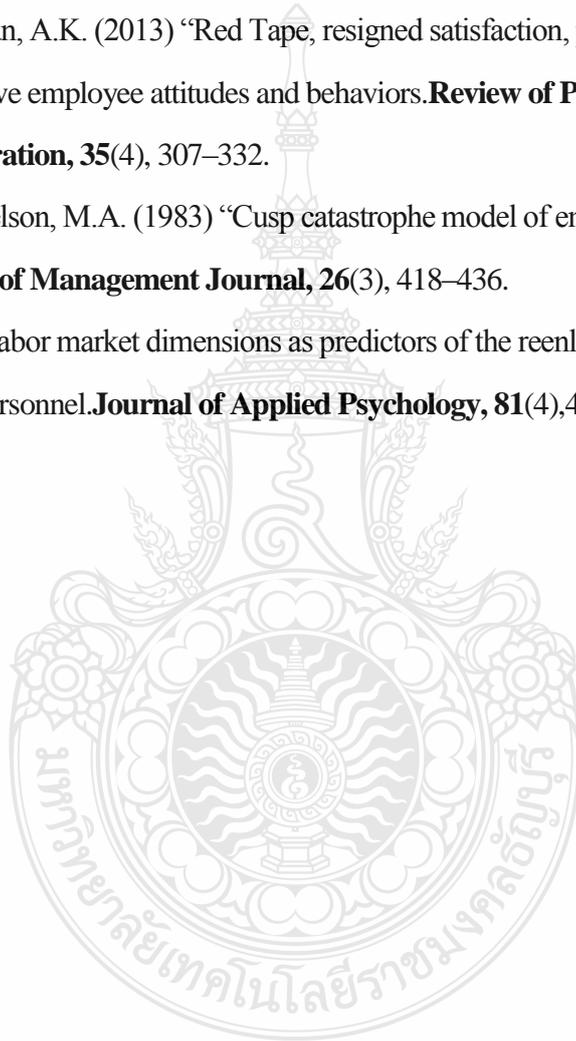
APPENDICES
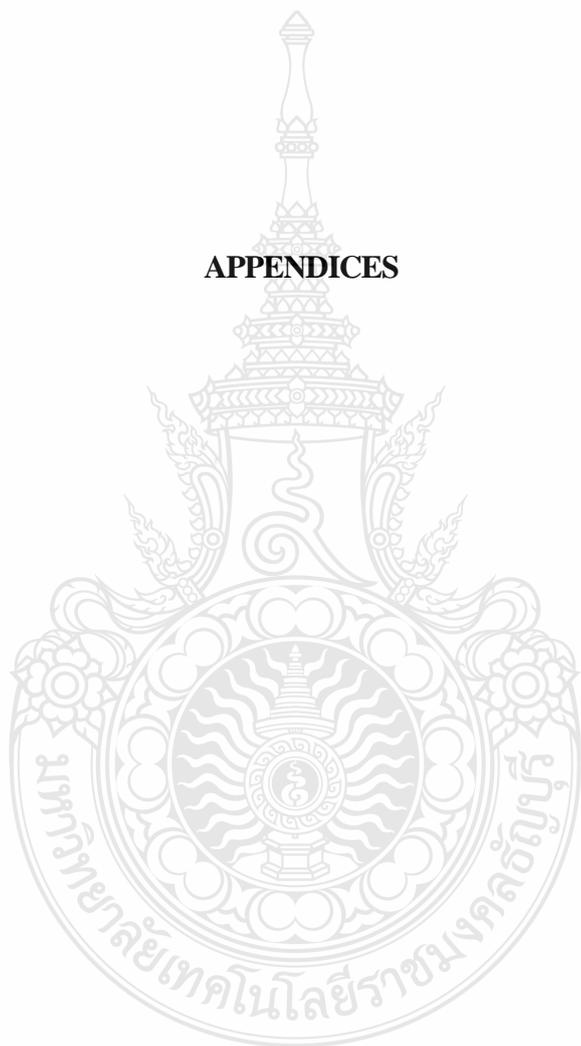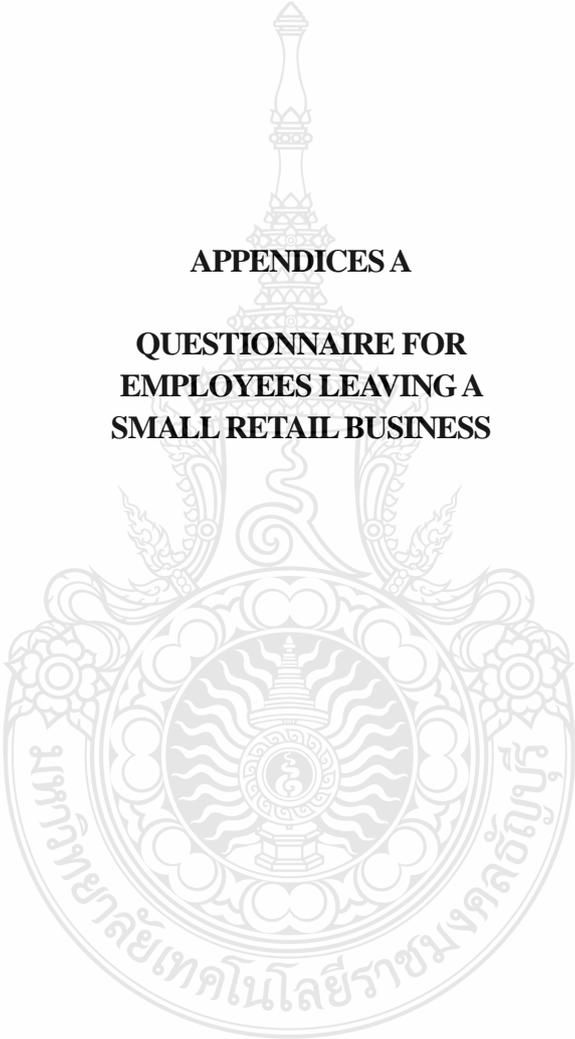
APPENDICES A

**QUESTIONNAIRE FOR
EMPLOYEES LEAVING A
SMALL RETAIL BUSINESS**

Questionnaire for employees leaving a small retail business

Dear Respondent:

    Hello! For the betterment of the retail industry and to identify management weaknesses in the company, we ask for your cooperation in completing the Reasons for Turnover Questionnaire. Please read the questionnaire carefully and rate each question. Thank you for your cooperation!

	Section 1: General personal information	
1	Your gender	☐ Male ☐ Female
2	Your marital status	☐ Unmarried ☐ Married
3	Your age	☐ Under 25 ☐ 26-35 ☐ 36-45 Over 45
4	Academic qualifications	☐ Lower than undergraduate ☐ Undergraduate ☐ Postgraduate and higher qualifications
5	Length of employment with the company	☐ Less than a year ☐ 1-3 years ☐ 3-5 years More than 5 years
6	Current or departing position	☐ Sales Executive ☐ General sales staff

Section 2: Investigating the factors affecting turnover		
Job Satisfaction		
7	I get a real kick out of this job.	1 2 3 4 5
8	I think the policies and systems within the company are very good.	1 2 3 4 5
9	I think this job fits my career plan.	1 2 3 4 5
Organizational commitment		
10	I'm glad I chose this company in the first place.	1 2 3 4 5
11	I used to think I wouldn't leave the company even if I was offered a better opportunity by another company.	1 2 3 4 5
12	I am proud to be able to tell people what kind of company I work for	1 2 3 4 5
Job search behaviour		
13	I used to rarely actively look for other job opportunities.	1 2 3 4 5
14	I used to think that if I left this company, I would have no better job opportunities	1 2 3 4 5
15	I am less aware of the avenues for obtaining other jobs.	1 2 3 4 5
Turnover intention		
16	I had the idea of quitting while I was with the company.	1 2 3 4 5
17	I used to think that I would consider quitting if other companies offered me better employment opportunities.	1 2 3 4 5

18	The longer I work, the less I think about quitting.	1	2	3	4	5

	Job autonomy					
19	I have more autonomy to make decisions in my work in the company.	1	2	3	4	5
20	Working in the company makes good use of my personal talents.	1	2	3	4	5
21	In my work, I am often able to work independently.	1	2	3	4	5

	Distributive justice					
22	I feel it is fairer for me to be able to give as much as I get in return for my work in the company.	1	2	3	4	5
23	I get my fair share of rewards when I excel in my work with the company.	1	2	3	4	5
24	I think the company has a relatively good remuneration system.	1	2	3	4	5

	Job stress					
25	In my work, I am clear about my job responsibilities.	1	2	3	4	5
26	I was often given conflicting work assignments by different department heads in the workplace.	1	2	3	4	5
27	I do not have a heavy workload at work and I can handle it well.	1	2	3	4	5

	Payment					
28	At work, I was treated relatively well throughout the industry.	1	2	3	4	5
29	I am satisfied with my salary at work.	1	2	3	4	5

30	I might consider changing jobs if I could get a little more pay.	1 2 3 4 5

Promotional chance		
31	I can have good opportunities for promotion when working for the company.	1 2 3 4 5
32	I am not very optimistic about the future prospects of the company.	1 2 3 4 5
33	I think the company has a good promotion system.	1 2 3 4 5

Routinization		
34	My work in the company is monotonous and repetitive.	1 2 3 4 5
35	I am bored with my job.	1 2 3 4 5
36	I want my job to be ever-changing.	1 2 3 4 5

Social support		
37	When I encounter problems in my work in the company that I cannot solve, my leaders and colleagues cannot provide me with support and help	1 2 3 4 5
38	I talk to my spouse and family about the difficulties and worries I encounter in my work at the company, and they are willing to listen	1 2 3 4 5
39	I think that seeking social support can be a good solution to the problems I encounter in my work.	1 2 3 4 5

	General training					
40	At work, the company regularly gives staff training in various new businesses and techniques	1	2	3	4	5
41	The company's training can give me more help with my personal skills.	1	2	3	4	5
42	I think it is essential for the company to conduct regular training.	1	2	3	4	5
	Job involvement					
43	I am able to keep my full attention most of the time in the company.	1	2	3	4	5
44	I am highly involved in the work of the company, have a sense of purpose and love, as well as actively encouraging others.	1	2	3	4	5
45	I actively suggest ideas for new tasks and improvements in my work.	1	2	3	4	5
	Positive Affectivity					
46	I am happier at work and I have faith in the future.	1	2	3	4	5
47	I spend most of my time with positive emotions	1	2	3	4	5
48	I think my positive emotions affect my work.	1	2	3	4	5
	Negative Affectivity					
49	At work, I often worry about the little things.	1	2	3	4	5
50	I spend most of my time with negative emotions.	1	2	3	4	5

51	I think my negative feelings are affecting my work.	1	2	3	4	5

Opportunity						
52	I can easily find the same job in other companies as I did in my previous company.	1	2	3	4	5
53	I can easily find a better job in another company than my previous one.	1	2	3	4	5
54	I rarely look for job opportunities in other companies.	1	2	3	4	5

| Kinship responsibility						
55	When I worked for the company, I was married and had children.	1	2	3	4	5
56	I think I can divide my time between work and family very well.	1	2	3	4	5
57	I don't think work has had an impact on my family life.	1	2	3	4	5

APPENDICES B
TOTAL VARIANCE
EXPLAINED
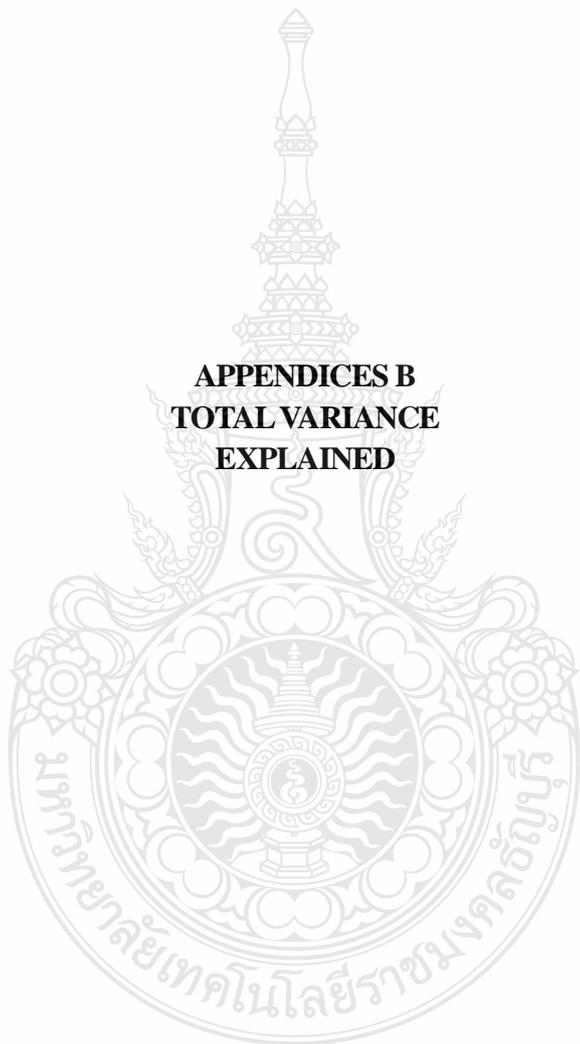
	Total Variance Explained								
Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative%	Total	% of Variance	Cumulative%	Total	% of Variance	Cumulative %
1	5.66	11.10	11.10	5.66	11.10	11.10	2.37	4.65	4.65
2	2.82	5.53	16.63	2.82	5.53	16.63	2.35	4.62	9.26
3	2.47	4.84	21.47	2.47	4.84	21.47	2.35	4.60	13.87
4	2.32	4.55	26.02	2.32	4.55	26.02	2.33	4.57	18.43
5	2.29	4.50	30.52	2.29	4.50	30.52	2.31	4.53	22.96
6	2.23	4.37	34.89	2.23	4.37	34.89	2.29	4.48	27.45
7	2.20	4.31	39.21	2.20	4.31	39.21	2.27	4.46	31.90
8	2.18	4.28	43.49	2.18	4.28	43.49	2.27	4.45	36.35

9	2.14	4.20	47.69	2.14	4.20	47.69	2.26	4.43	40.78
10	2.13	4.17	51.86	2.13	4.17	51.86	2.25	4.42	45.20
11	2.11	4.15	56.01	2.11	4.15	56.01	2.25	4.41	49.60
12	2.04	4.01	60.01	2.04	4.01	60.01	2.22	4.35	53.95
13	1.97	3.87	63.88	1.97	3.87	63.88	2.21	4.34	58.29
14	1.89	3.70	67.58	1.89	3.70	67.58	2.20	4.32	62.61
15	1.51	2.96	70.54	1.51	2.96	70.54	2.19	4.29	66.90
16	1.42	2.79	73.33	1.42	2.79	73.33	2.18	4.28	71.18
17	1.08	2.12	75.45	1.08	2.12	75.45	2.18	4.27	75.45

APPENDICES C
FACTOR
LOADINGS
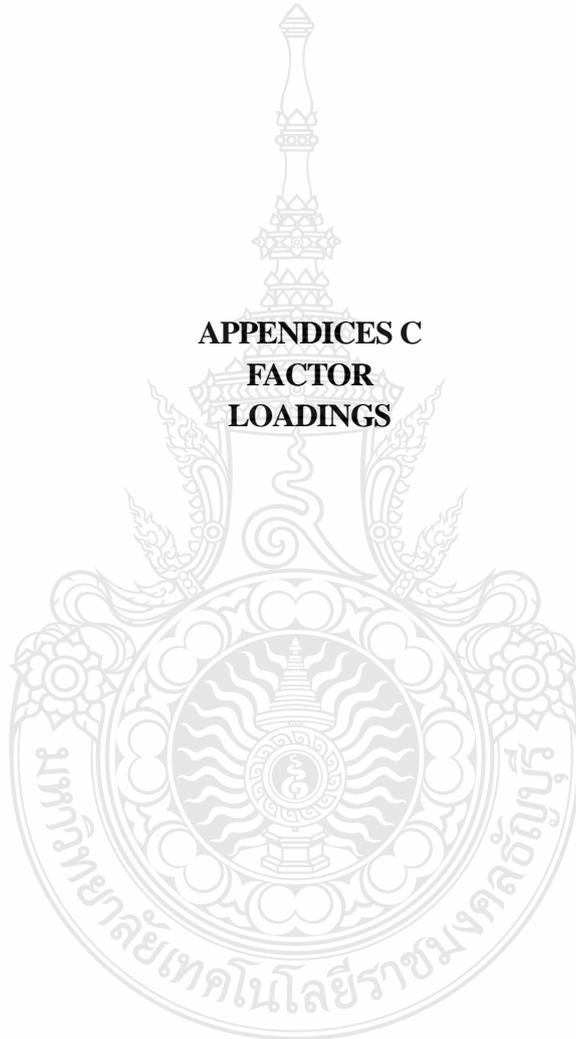
Factor loadings

Items	Factors																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
KR1								0.88									
KR2								0.85									
KR3								0.81									
OP1																	0.84
OP2																	0.82
OP3																	0.83
GTR1												0.83					
GTR2												0.84					
GTR3												0.84					
JI1							0.84										
JI2							0.86										
JI3							0.83										
PA1						0.84											
PA2						0.86											
PA3						0.85											
NA1									0.84								

NA2	0.84
NA3	0.86
JA1	0.86
JA2	0.86
JA3	0.84
DJ1	0.86
DJ2	0.87
DJ3	0.86
JST1	0.87
JST2	0.83
JST3	0.87
PAY1	0.83
PAY2	0.83
PAY3	0.86
PC1	0.88
PC2	0.87
PC3	0.84
ROU1	0.83
ROU2	0.86
ROU3	0.85

SS1	0.87							
SS2	0.87							
SS3	0.83							
JSA1							0.81	
JSA2							0.77	
JSA3							0.80	
OC1				0.78				
OC2				0.81				
OC3				0.80				
JSB1						0.82		
JSB2						0.82		
JSB3						0.82		
TI1					0.85			
TI2					0.79			
TI3					0.83			

Biography

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...............Weng Binqian...............
(Miss Weng Binqian)