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**FACTORS INFLUENCING TURNOVER INTENTION AT YONG HUI
DEPARTMENT STORE IN THE HE NAN PROVINCE, CHINA**



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UUM
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**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA,**

2018

**FACTORS INFLUENCING TURNOVER INTENTION AT YONG HUI
DEPARTMENT STORE IN THE HE NAN PROVINCE, CHINA**



By
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UUM
Universiti Utara Malaysia

**Thesis Submitted to
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Master of Human Resource Management**

2018



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

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ABSTRACT

Employee turnover is a challenging issue faced by many industries in China. This study examine one Departmental Store in China that faced issues on employees turnover. The objective of this research is to examine the relationship between work stress, compensation and benefit, and supervisory communication with employees' turnover intention. Online questionnaires were used to gather data from 8 different departments in Yong Hui Department store. A total of 350 questionnaire were sent but only 268 respondents returned the questionnaires. All the data collected from the survey are entered and coded using SPSS Version 25.0. The Pearson's correlation and multiple regression tests were used to identify the relationship between the variables. The correlation results analysis suggested that work stress, compensation and benefits, supervisory communication have relationship with employees' turnover intention. The multiple regression results indicated that compensation and benefits, supervisory communication and work stress influence employees' turnover intention. Based on the findings, recommendation are suggested and the limitations of the study being discussed. HR managers in Yong Hui Department store need to help employees reduce their work stress and improve employees' compensation and benefit. Apart from that, they also need to have good communication between management and employee, as these would help Yong Hui Department store reduce employees' turnover intention.

Keywords: employees' turnover intention, work stress, compensation and benefit, supervisory communication

ABSTRAK

Pusing ganti pekerja adalah isu mencabar yang dihadapi oleh banyak industri di Negara China. Kajian ini meneliti sebuah *Departmental Store* di Negara China yang menghadapi isu kadar pusing ganti dikalangan pekerja. Objektif kajian ini adalah untuk mengenalpasti hubungan di antara niat pusing ganti pekerja dengan tekanan kerja, pampasan dan faedah, dan komunikasi penyeliaan. Borang soal selidik dalam talian digunakan untuk mengumpul data daripada lapan bahagian berbeza di Yong Hui Department store. Sebanyak 350 borang soal selidik telah diedar tetapi hanya 268 responden yang memulangkan soal selidik. Semua data yang diterima di masukkan dan dikod menggunakan perisian SPSS versi 25.0. Analisa korelasi pearson regresi berganda diguna untuk mengenalpasti hubungan antara pembolehubah. Keputusan analisis korelasi mencadangkan bahawa tekanan kerja, ganjaran dan faedah, komunikasi penyeliaan mempunyai hubungan dengan niat pusing ganti pekerja. Keputusan regresi berganda menunjukkan bahawa pampasan dan faedah, pengawasan komunikasi dan tekanan kerja mempunyai pengaruh ke atas niat pusing ganti pekerja. Berdasarkan dapatan kajian, cadangan dan limitasi kajian dibincangkan. Pengurus sumber manusia di Organisasi Yong Hui perlu membantu pekerja mengurangkan tekanan kerja disamping memperbaiki pampasan dan faedah kakitangan. Selain itu, mereka perlu ada komunikasi yang baik antara pengurusan dan pekerja kerana ini akan membantu organisasi Yong Hui Department mengurangkan niat pusing ganti pekerja.

Kata Kunci: pusing ganti pekerja, tekanan kerja, pampasan dan faedah, komunikasi penyeliaan

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Turnover intention refers to situation when employee considers to leave or resign from their current position in the organization aiming to look for other employments (Rehman, 2012). The organization has spent a lot money especially in hiring (advertising, selection, interview, hiring firm, and candidate background check), training, developing, and retaining employees. Therefore, organization should focus on understanding factors that cause employees to generate turnover intention because under the fierce competition among industries, organizations cannot afford to lose skilled employees as they are the key persons to achieve the mission, vision and objective of the organization. This chapter consists the background of research, problem statement, research questions, research objective, significance of research, scope of study and organization of research.

1.2 Background of Study

With the increase number of department stores in China, the retail industry departmental stores have faced increasing competition and pressure. The number of China's department stores in retail industry have increased to 33.25 million between 2010 and 2017 (Li, 2017). The rapid development of the department store industry is

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APPENDIX 1A – QUESTIONNAIRE



COLLEGE OF BUSINESS UNIVERSITY UTARA MALAYSIA SURVEY

Dear respected respondent,

I am a postgraduate student at University Utara Malaysia seeking your assistance in this survey entitle “ The factors influencing employee turnover intention”.

The confidentiality of information given will be kept preserved and to be used only for academic purposes in order to fulfill the Master studies requirement of the university.

I have designed the survey that it should **not take you longer than fifteen minutes** to answer. Please do answer all the items in the questionnaire.

Thanking you in advance for sparing your time and support rendered in accomplishing this project.

Yours sincerely,

Tian Meng Lu,

Master of Human Resource Management (MHRM) Candidate,

School of Business Management,

University Utara Malaysia.

Email:449331780@qq.com

PART A Respondent Background

Instruction: Please tick (✓) at the relevant box next to question in which the answers that are more applicable for you. *CHOOSE ONLY ONE OPTION.*

1. Gender

☐

Male

☐

Female

2.Age

☐

< 25 years old

☐

36-40 years old

☐

25-30 years old

☐

41-45 years old

☐

31-35 years old

☐

> 45 years old

3. Marital Status

☐

Single

☐

Divorce

☐

Married

☐

Others, please indicate _____

4.Highest Education achievement

☐

High School

☐

Degree

☐

Others, specify: _____

☐

Diploma

☐

Master

5. Years of Service in this Organization

☐

< 2 years

☐

5-7 years

☐

>10 years

☐

2-4 years

☐

8-10 years

6.Monthly Salary

<RMB 2000

RMB 6000-8000

RMB 2000-4000

RMB 8000-10000

4000-6000RMB

>RMB 10000

7.Is this the first organization you work after graduation?

Yes

No

8.If you have answered the previous question “ No”, please indicate the number of organization you had work before joining the organizations.

1 time

4 times

> 6 times

2 times

5 times

3 times

6times



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PART B Human Resource Practices

Indicate your level of agreement on the following statements by circling the number that best relates to your choosing from 1-Strongly disagree to 7-Strongly agree. R is reserve question.

EMPLOYEE TURNOVER INTENTION

Strongly Disagree $\longrightarrow$ **Strongly Agree**

- | | | | | | | | |
|---|---|---|---|---|---|---|---|
| 1. I frequently think of quitting my job | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. I will probably look for a new job within next 12 months | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. I plan to stay in this company to develop my career for a long time (R) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. For me, this company is the best of all possible organizations to work for (R) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. It is easy for me to leave my present job | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. My investment in my job is too great for me to think of quitting (R) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

WORK STRESS

Strongly Disagree $\longrightarrow$ **Strongly Agree**

- | | | | | | | | |
|--|---|---|---|---|---|---|---|
| 1. I think there is a regular working time in the company (R) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. I am always very busy | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. I think the work schedule often changes | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. I always feel a lot of work but less staff | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. I often feel that the workload is too big for a certain period time | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. I often work overtime | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. I need to take on too many roles and responsibilities | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. I can easily complete the goals given by the organization (R) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

COMPENSATION AND BENEFIT

Strongly Disagree $\longrightarrow$ Strongly Agree

1. My salary earned is marked competitive	1	2	3	4	5	6	7
2. My allowances earned is marked competitive	1	2	3	4	5	6	7
3. My benefits given are market competitive	1	2	3	4	5	6	7
4. The company has a fair reward system	1	2	3	4	5	6	7
5. I am satisfied with my current salary	1	2	3	4	5	6	7
6. I am satisfied with the current bonus system	1	2	3	4	5	6	7



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SUPERVISORY COMMUNICATION

Strongly Disagree $\longrightarrow$ Strongly Agree

1.I think my superior asks me about my interests outside of work	1	2	3	4	5	6	7
2.I question my superior's instructions when I do not understand them	1	2	3	4	5	6	7
3.I tell my superior when I think things being done are wrong	1	2	3	4	5	6	7
4.I question my superior's instructions when I think he/she is wrong	1	2	3	4	5	6	7
5.My superior will let me know why work assignments change	1	2	3	4	5	6	7
6.I do not think my superior keeps me informed about roles and policies (R)	1	2	3	4	5	6	7
7.I think my superior gives clear instructions to me in the group	1	2	3	4	5	6	7
8.I think my superior informs me about future plan for me in the group.	1	2	3	4	5	6	7



THANK YOU FOR YOUR TIME AND COOPERATION

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APPENDIX 1B – QUESTIONNAIRE



商业管理学院

北方大学

调查问卷

尊敬的受访者，

我是马来西亚北方大学的研究生，在本次调查中寻求您的帮助，有权获得“影响员工离职倾向的因素”。

所提供信息的机密性将被保留并仅用于学术目的，以满足大学的硕士学习要求。

我设计的调查表明，**回答时间不应超过 15 分钟**。 请回答问卷中的所有项目。

提前感谢您，以便在完成此项目时节省您的时间和支持。

此致，

田梦露

人力资源管理硕士（MHRM），

商业管理学院，

马来西亚北方大学。

电子邮件：449331780@qq.com

第一部分：背景情况

介绍：请在最适合您的情况的方框后面打 (√)。只能选择一个答案。

1. 性别

☐ 男

☐ 女

2. 年龄

☐ 小于 25 岁

☐ 36-40 岁

☐ 25-30 岁

☐ 45 岁

☐ 31-35 岁

☐ 46 岁以上

3. 婚姻状况

☐ 单身

☐ 离异

☐ 已婚

☐ 其他情况，请描述_____

4. 最高学历

☐ 高中

☐ 学士

☐ 其他学位_____

☐ 本科

☐ 研究生

5. 在目前岗位工作时间

☐ 小于 2 年

☐ 5-7 年

☐ 10 年

☐ 2-4 年

☐ 大于 10 年

6. 月收入

☐ < 2000 元

☐ 6000-8000 元

☐ 2000-4000 元

☐ 8000-10000 元

☐ 4000-6000 元

☐ > 10000 元

7.这是你的第一份工作吗?

☐ 是

☐ 否

8.如果第七题您回答的是“否”，请选择您之前工作单位的数量?

☐ 1

☐ 4

☐ >6

☐ 2

☐ 5

☐ 3

☐ 6



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第二部分：人力资源相关问题

通过将 1-强烈不同意的选择相关的数字与 7-强烈同意相联系，表明您对以下陈述的一致程度。R 是想反的问题。

员工离职倾向	非常不同意 —————> 非常同意						
1.我经常想到辞掉工作	1	2	3	4	5	6	7
2.我可能会在未来 12 个月内找一份新工作	1	2	3	4	5	6	7
3.我计划留在这家公司，以发展我的职业生涯很长一段时间 (R)	1	2	3	4	5	6	7
4.对我来说，这家公司是所有可能为工作的组织中最好的(R)	1	2	3	4	5	6	7
5.离我现在的工作很容易	1	2	3	4	5	6	7
6.我对工作的投入太大了，我想不辞职 (R)	1	2	3	4	5	6	7

工作压力	非常不同意 —————> 非常同意						
1.我认为该公司有一个正常的工作时间 (R)	1	2	3	4	5	6	7
2.我总是很忙	1	2	3	4	5	6	7
3.我认为工作时间表经常变化	1	2	3	4	5	6	7
4.我总是觉得自己工作很多，但工作人员却少了	1	2	3	4	5	6	7
5.我经常觉得工作量在一段时间内太大了	1	2	3	4	5	6	7
6.我经常加班	1	2	3	4	5	6	7
7.我需要承担太多的角色和责任	1	2	3	4	5	6	7
8.我可以很容易地完成组织给出的目标 (R)	1	2	3	4	5	6	7

薪酬福利

非常不同意 —————> 非常同意

1.我赚的工资很有竞争力	1	2	3	4	5	6	7
2.我所获得的津贴具有很强的竞争力	1	2	3	4	5	6	7
3.我给出的好处是市场竞争力	1	2	3	4	5	6	7
4.公司有一个公平的奖励制度	1	2	3	4	5	6	7
5.我对目前的工资很满意	1	2	3	4	5	6	7
6.我对目前的奖金制度感到满意	1	2	3	4	5	6	7

监督交流

非常不同意 —————> 非常同意

1.我想我的上司在工作之外向我询问我的兴趣	1	2	3	4	5	6	7
2.当我不理解他时，我质问上司的指示	1	2	3	4	5	6	7
3.当我认为做的事情是错误的时候，我告诉我的上司	1	2	3	4	5	6	7
4.当我认为他/她错了时，我质疑我的上司的指示	1	2	3	4	5	6	7
5.我的上司会让我知道为什么工作任务会改变	1	2	3	4	5	6	7
6.我不认为我的上司让我了解角色和政策（R）	1	2	3	4	5	6	7
7.我认为我的上司在小组中给了我明确的指示	1	2	3	4	5	6	7
8.我想我的上司告诉我这个小组的未来计划。	1	2	3	4	5	6	7

感谢您的时间和配合！

APPENDIX 2: Reliability Analysis for Variables

1) Turnover Intention

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.901	.902	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if item Deleted
Question 1	25.83	28.777	.746	.582	.882
Question 2	25.69	28.243	.773	.620	.877
Question 3	26.02	29.749	.726	.546	.884
Question 4	25.98	31.037	.715	.523	.886
Question 5	26.07	30.909	.707	.536	.887
Question 6	25.91	30.449	.722	.554	.885

2) Work Stress

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.925	.925	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if item Deleted
Question 1	36.91	75.944	.738	.549	.916
Question 2	36.97	75.954	.734	.553	.916
Question 3	37.02	73.490	.791	.630	.911
Question 4	36.90	76.903	.746	.565	.915
Question 5	36.93	75.729	.737	.547	.916
Question 6	36.86	76.337	.743	.561	.915
Question 7	36.96	76.893	.709	.519	.918
Question 8	36.96	75.931	.763	.596	.914

3) Compensation and Benefit

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.890	.893	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if item Deleted
Question 1	13.60	44.937	.764	.613	.862
Question 2	13.62	46.942	.701	.500	.872
Question 3	13.62	46.663	.703	.501	.872
Question 4	13.53	45.366	.588	.346	.894
Question 5	13.80	44.049	.783	.637	.858
Question 6	13.58	45.750	.738	.561	.866

4) Supervisory Communication

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.924	.924	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if item Deleted
Question 1	19.32	85.521	.715	.520	.916
Question 2	19.51	83.382	.749	.577	.914
Question 3	19.59	85.096	.748	.579	.914
Question 4	19.60	84.735	.759	.585	.913
Question 5	19.51	84.266	.737	.566	.915
Question 6	19.38	84.686	.733	.566	.915
Question 7	19.59	82.797	.783	.626	.911
Question 8	19.48	85.487	.719	.539	.916

APPENDIX 3: DESCRIPTIVE STATISTICS OF VARIABLES

Descriptive Statistics

	N	Mean	Median	Standard Deviation
Employee turnover Intention	268	5.18	5.50	1.082
Work Stress	268	4.60	5.0	1.092
Compensation and Benefit	268	2.73	2.17	1.336
Supervisory Communication	268	2.79	2.38	1.306

APPENDIX 4: PEARSON CORRELATION RESULT

Correlations					
		turnover	stress	compensation	supervisory
Employee Turnover Intention	Person Correlation	1	.866**	-.825**	-.822**
	Sig. (2-tailed)		.000	.000	.000
	N	268	268	268	268
Work Stress	Person Correlation	.866**	1	-.901**	-.877**
	Sig. (2-tailed)	.000		.000	.000
	N	268	268	268	268
Compensation and Benefit	Person Correlation	-.825**	-.901**	1	.839**
	Sig. (2-tailed)	.000	.000		.000
	N	268	268	268	268
Supervisory Communication	Person Correlation	-.822**	-.877**	.839**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	268	268	268	268
**significant at the 0.01 level (2 tailed) **p ≤ 0.01					

APPENDIX 5: MULTIPLE REGRESSION RESULT

Model Summary ^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879 ^a	.773	.770	.51909

Predictors: (Constant), Work Stress, Compensation and Benefit, Supervisory Communication

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
Constant	3.825	.537		7.128	.000
Work Stress	.497	.078	.501	6.362	.000
Compensation and Benefit	-.144	.056	-.178	-2.565	.011
Supervisory Communication	-.194	.052	-.233	-3.698	.000

a. Dependent Variable: Employee Turnover intention

