

A study of employees' turnover intention in the selected private enterprises of XI'AN China

By Ling, Liu

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Abstract

This research has been conducted to study the employees' turnover intention in the selected private enterprises of Xi'an, China. The objectives of this research are to find: (1) the relationship between the perception of unemployment rate and the employee turnover intention; (2) the relationship between organizational commitment and the employee turnover intention; (3) the relationship between job satisfaction and the employee turnover intention; (4) the relationship between inter-role conflict and the employee turnover intention; and (5) the difference between the turnover intention of the employees with different demographic profiles, such as gender, age, marriage, education levels and the employee with children or no children.

The researcher used self-administered questionnaire to measure sub variables. It was conducted on 384 employees who were working in the private enterprises of Xi'an, China in 2005. The data were analyzed by descriptive and inferential statistics. According to the hypotheses testing, the results indicated that there is a negative relationship between unemployment rate and employees' turnover intention. This finding concurs with the Poza and Hansberger's (2004) prior study. For organizational commitment, the results indicated that organizational commitment has no significant relationship with employees' turnover intention. And for job satisfaction, the results indicate that although there is no significant relationship between job satisfaction and employees' turnover intention. However, for inter-role conflict, the results indicate that inter-role conflict has a positive relationship with employees' turnover intention. About demographic profile, the results indicate that except for the education level, others including of gender, age, marital status and children, have significant differences in employees' turnover intention.

According to the research findings, the owners or leaders of private enterprises of Xi'an, China should be sensitive to the factors influencing employees' turnover intention. Meanwhile, the

government should also rearrange the unemployed people in accordance with the changing style of state enterprises. From the result of hypotheses testing, even though there are no significant relationships between organizational commitment and job satisfaction with employees' turnover intention in China at present, these problems should be noticed for fierce competition. Apart from competitive paying rates, human-based management and a sense of ownership will be helpful to the management of enterprise to turnover. In addition, the researcher suggested the company to pay attention to organizational policies and strategies, especially Human Resource Management which is ignored in Chinese enterprises to recruit and retain the employees.

