

INTI INTERNATIONAL UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION

Employee retention in the mobile phone industry in Beijing, China

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Submission Date: December 2018

Final Word Count: 14,647

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Declaration

I hereby declare that this thesis is my own work and effort and that it has not been submitted anywhere for any award. Where other sources of information have been used, they have been duly acknowledged.

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Acknowledgements

I have encountered some difficulties in completing this project, and only with the help of some people can I complete this project. Therefore, I would like to thank those who helped me.

To my supervisor Umi Kalsom, thanks for her patience, guidance, support, encouragement, and constructive comments. It is an honor to be thought by her, because her ideas and values broaden my mind and cause my mind and cause my profound thinking about this research project, meanwhile she provided plenty of valuable insights to help me to finish my research. Thanks again for her valuable feedbacks and continuous support. I appreciate each and every thing she did in order to aid me for my research.

To my MBA classmates, thank them for sharing their knowledge, ideas, values and experiences related to my research project. I am grateful for all your suggestions and encouragement which contributed to the completion of my research. With the help of my classmates, I have reviewed how to use SPSS to collect and analyze the collected data. I am very glad to cooperate with them.

To all who have always helped and supported me, no words could fully express my deep gratitude and appreciation. Sincerely, I hope all of them have a good future and live a happy life.

Abstract

The mobile phone industry has become a pillar industry in China, however, the loss of employees in the mobile phone industry has become the main problem that the enterprise faces, and the factors that have been retained by the past have proved to be a successful strategy to retain employees (Kong and Bian, 2014). Therefore, the purpose of this study is to examine the relationship between working environment, growth opportunity, salary and reward, relationship with managers and relationship with peers, and employee retention in the mobile phone industry in Beijing, China.

The geographic focus of the study is in Beijing, China and the unit analysis for this study is the individual employees who are working in the mobile phone industry in Beijing, China. This study used descriptive quantitative methods to conduct cross-sectional studies, and the data collect tool is questionnaire; therefore, the questionnaires are distributed online to the respondents. The data analysis is based on the questionnaire result and then according to the analysis gets the finding of the study.

Key Words:

Employee retention, working environment, growth opportunity, salary and reward, relationship with managers, relationship with peers

CHAPTER 1 INTRODUCTION

1.0 Overview

In this chapter, first part is summarizes the background of the research. Then the researcher introduces the problem statement of the research. Further elaborate the objectives and questions of the research. Then explain the importance of the study both in academic and industry. This chapter also expounds the scope and limitation of the study, as well as the operation definition of the study. Finally, the research chapters are organized.

1.1 Background

The mobile Brand Company headquartered in Beijing has five MI Company, K-Touch, Letv Phone and Smartisan; the biggest market share of the five companies is MI Company. MI Company is located in Haidian District, Beijing; as of 2018, there were about fifteen thousand employees in company. MI Company's main mobile phone products are MI phones and Redmi phones, the new mobile phone products in 2018 are MI 8 and Redmi 6.

One of the most difficult problems is retaining the high potential employees of the company (Bakar, Mohamad and Sharmeela-Banu, 2015). However, in this regard, today's organizations are facing the problem of employee turnover and how to retain employees, which is one of the most persistent problems (Vnoučková and Klupáková, 2013). Bakar et. al. (2013) also confirmed that at

present, it is difficult to retain the talented employees in enterprise the reason is there are many potential better work opportunity for talented people.

Yang, Wan and Fu (2012) also mentioned that employees are the most important and critical resources of the organization, and the success or failure of the organization depends on how employers attract, retain and reward employees with appropriate and talented employees. As Thoo and Kaliannan (2013) stated that, the retention of most employees in the organization depends on how employers treat their recruitment and selection process, training and development plans, fair compensation mechanisms, succession planning and career development, employee satisfaction and performance management are important factors for employees' job satisfaction.

Terera and Ngirande (2014) found that there are many reasons for employee turnover, which are transferred to another organization; the main reasons for human resource function include the poor working environment, discontent of work and the lack of relationship with managers and the relationship with peers. Thus, identifying the employees' value and establishing an effective employee left behind strategy is the key to management (Das and Baruah, 2013); hence, both local and global organizations should consider the issue of employee retention.

Therefore, the purpose of this research is to investigate the main factors which including working environment, growth opportunities, salary and reward, relationships with manager and relationship with peers that influence retention of the employee in the mobile phone industry in Beijing of China with deeper

understanding.

1.2 Problem statement

Xu, Yue and Jiang (2015) demonstrate the characteristics of brain drain based on the realization degree of personal value based on talent and the brain drain of high-tech enterprises is related to enterprise factors and individual factors, it shows the employee retention are related to these factors. The researchers Kong and Bian (2014) studied the loss of high-tech talents in the Zhongguancun Science Park in Beijing, and found that the high and new technology industry, including the mobile phone industry has a high rate of talent loss, which shows the employee retention rate in the mobile phone industry.

The talent flow rate of Chinese enterprises should be kept around 15%, but the talent flow rate of high-tech enterprises, including the mobile phone industry is beyond the reasonable range of control, which has evolved into the phenomenon of brain drain; at the same time, the higher turnover rate of talents also shows that the higher talent flow is hidden behind it (Xu et. al., 2015).

Among them, the mobile phone industry, as the electronic information industry is the leading industry in the development of the science park among the 293,000 employees in the park and 158,000 people are engaged in the electronic information industry; accounting for 53.9% of the total, the total turnover rate and active resignation rate of electronic information enterprises are the highest reaching over 40%, it is far higher than Silicon Valley 30% (Kong and Bian, 2014).

Based on the above information and the research about employee retention in mobile industry in Beijing, China is not enough, and the study about influence factors on employee retention also limited. Therefore the purpose of this research is to analyze and examine the relationship between the influencing factors and employee retention; it is significant for enterprise to retain the core employee.

1.3 Research Objective

The definition of research objectives is objective achieved through research (Zikmund, Babin and Carr et. al., 2013). The objective is very significant as Cooper and Schinder (2014) stated that the research objective is defined as the research is to carry out the objectives of the institute and is required to guide an academic research.

The broad objective of this research is to explain the relationship between factors and employee retention in mobile phone industry in Beijing, China.

The specific objectives are:

RO1: To identify whether working environment influence employee retention in mobile phone industry in Beijing, China.

RO2: To confirm whether growth opportunity influence employee retention in mobile phone industry in Beijing, China.

RO3: To identify whether salary and reward influence employee retention in mobile phone industry in Beijing, China.

RO4: To explain whether the relationship with managers influence employee retention in mobile phone industry in Beijing, China.

RO5: To determine whether the relationship with peers influence employee retention in mobile phone industry in Beijing, China.

1.4 Research Questions

The concept of research questions can be defined as the questions which can be clearly concerned by researcher (Cooper and Schindler, 2014). At the same time, research is very vital the reason is that the research questions can best state the hypothesis of research objectives, on the other hand a research question can best illustrate the purpose of business research therefore the research question is placed after research objective (Zikmund et. al., 2013).

RQ1: What is the relationship between working environment and employee retention in mobile phone industry in Beijing, China?

RQ2: What is the relationship between growth opportunity and employee retention in mobile phone industry in Beijing, China?

RQ3: What is the relationship between salary and reward and employee retention in mobile phone industry in Beijing, China?

RQ4: What is the relationship between relationship with managers and employee retention in mobile phone industry in Beijing, China?

RQ5: What is the relationship between relationship with peers and employee retention in mobile phone industry in Beijing, China?

1.5 Significance of study

1.5.1 Significance to academic

The study included a survey of the relationship between corporate factors and employee retention in the current organization, the findings and results of this study will assist employers to improve the effectiveness of human resource management functions and implement better strategies related to employee retention; Khaled and Kenneth (2013) also support their research as equally important.

At the same time, this research will help and guide future research of the next generation of researchers. Through this study, employers will notice the influence of factors on employee retention.

1.5.2 Significance to industry

If a smartphone company can solve some problems related to employee retention by understanding these factors, it shows the significance of this research. However, in Beijing, China, there is still a shortage of research on the retention of employees in the mobile phone industry, even though have some researches about employee retention (Bian, 2012)

The findings of this study will increase knowledge of factors that affect employee

retention, because very few relevant English studies are conducted in the mobile phone industry in Beijing. Therefore, it is a worthwhile research topic to provide meaningful academic research results to make up for the research on the retention of employees in the mobile phone industry.

1.6 Scope and Limitation of study

1.6.1 Scope of study

This study will focus on the employees of the smart phone industry in Beijing, China, regardless of the size of the company. Quantitative methods have been adopted, and the literature review has been applied from various scholars' existing research. Then, we use the social science analysis tool statistical software package (SPSS) to analyze the data of the respondents, and find out whether the results of the survey have been well answered, thus helping to achieve the research goals. The standard of the sample framework of the study is explained below:

Research participants: current employees with active employment

Workplace: Mobile phone industry

Geographical area: Beijing, China

1.6.2 Limitation of study

In the completion of the study, researcher is faced with many obstacles in

collecting information needed for research. First, there is no better English literature in the mobile phone industry in Beijing, China, to retain employees, because there is not much English research in this area. Secondly, the number of survey samples may not represent the overall staff of a mobile phone industry, because it is difficult to reach the majority of respondents.

Moreover, the existing literature and my study did not mention that whether the gender and education background influence the employee retention. Finally, to complete this research, there is a time frame constraint, which is considered not enough, and researchers must complete it in a very tight schedule. Therefore, it is impossible to achieve the desire of the target population. Compared with full-time researchers, there may not be enough time to complete the research.

1.7 Operational Definitions

Employee Retention (Dependent Variable)

The definition of employee retention is to retain the employees of the existing company as much as possible, or to retain staff until the completion of the company's project (Tan, 2014).

Working environment (Independent Variable)

The working environment defined as it includes many working factors, for example comfortable workplaces, lighting and temperature, and larger office space (Pitaloka, 2014).

Growth opportunity (Independent Variable)

The concept of growth opportunities is employees can get growth opportunities in various ways, such as development of internal careers, leading or continuing education opportunities (Kulpa, 2015).

Salary and reward (Independent Variable)

Li (2013) defined salary and reward as the remuneration for managers to occupy and exercise direct material property rights of enterprises.

Relationship with managers (Independent Variable)

The relationship with the manager can be defined as the importance of the managers to pay attention to the ideas and contributions of the employees and the degree of concern for the well-being of the employees (Arora and Kamalanabhan, 2013).

Relationship with peers (Independent Variable)

According to Situngkir (2013) defined the relationship with peers is the social relationship between individuals in the workplace, based on the direct application of labor in production data.

1.8 Organization of chapters

There are five main chapters in this study, with the following brief in each chapter.

Chapter 1 Introduction

The first chapter is including the basic information and the problem statement of recent research, research objectives and questions, the significance of this study, the scope and limitations of this study, operation definitions and chapter's organizations.

Chapter 2 Literature Review

The second chapter has reviewed the previous literature on employee retention and the factors influencing employee retention both in global and in China. Described the grounded theory, based on these literatures find the academic gap in employee retention and establish a conceptual framework and hypothesizes.

Chapter 3 Research Methodology

The third chapter describes the research methods, research design, research methods, tools and techniques for researchers to collect data. This chapter also introduces research tools, population, sampling methods, sample size and ethical considerations.

Chapter 4 Data Analysis and Findings

The fourth chapter includes the results of data analysis, further discussion of descriptive analysis, score measurement, research findings and related literature.

Chapter 5 Conclusion and Recommendation

The fifth chapter introduces statistical analysis and summary, relevant key findings discussion, research limitations and suggestions for future research.

CHAPTER 2 LITERATURE REVIEW

2.0 Overview

In this chapter provides the literature review so as to have a depth of understanding about employee retention and the relationship between some factors and employee retention. This chapter not only introduces the global literature, but also introduces the literature on employee retention in China.

Moreover, this chapter also includes employee retention theory and grounded theory, based on the literature and theory establishes a conceptual framework to give this study a guide. Based on the literatures, find out the gap in these literatures. Finally, put forward the hypothesis of the study and give a conclusion end for this chapter.

2.1 Employee Retention

Employee retention is a significant challenge for today's enterprise, especially the retention of excellent employees in the enterprises (Michael, Ponce and Chacko, 2016). Employee retention is to keep employees in the present company as long as possible, or to retain employees as far as the completion of the company's projects (Tan, 2014). For a company, employee retention is essential because the procedure and cost of hiring new employees is more complex and expensive than to retain existing employees (Dessler, 2013).

Based on Employer of choice (2014) stated that people will sustain to work in companies that are able to provide what employee need, define what the organization needs and retain top talents. According to Vrajlal and Patel (2013), employee retention is the fantastic practice of organization, the purpose of employee retention is to retain those experienced, hard to replace, and excellent employees who are hard to obtain in the job market.

2.1.1 Employee retention in global

Different researchers have different definitions of employee retention. Employee retention is a process via which employees are motivated to stay in the enterprise, and this is profitable for both the employees and the enterprise (Akila, 2012). In the paper of Raja (2016) mentioned that employees who are likely to be retained by the organization are satisfied with work, which are more dynamic and resourceful. Employee retention implies that to enable workers to stay in a longer period of time in an enterprise have different strategies and practices (Raja, 2016).

Van Dyk, John and Coetzee (2012) found that there is a significant relationship between employees' satisfaction and employee retention factors with the enterprise commitment, and the biography group had important differences in variables. If the workplace make employees unhappy, employees are likely to leave the enterprise (Akila, 2012). It is necessary to retain the human resources in the organization, because one of the most valuable and important resources

in the organization is human resources, which makes the organization work greatly improved, and can also gain competitive advantage for the organization (Sinha and Sinha, 2012).

Study has shown that the retention of employees is important because of the use of new staff including the costs of recruitment and training which make the operating costs of enterprises increase (Akila, 2012). The retention of employees is important; the reason is for the enterprise it is a big loss when employees are fully trained to leave the company, in the enterprise one of the main purposes of the reservation is to reduce the unnecessary voluntary turnover of the valuable employees (Van Dyk et. al., 2012).

Raja (2016) stated that the retention process is a significant enterprise goal, which can influence profits and influence enterprise goals; the benefits of employee retention include providing opportunities for cost reduction for recruitment and training processes, as well as improving staff efficiency and performance. Around the world, for each enterprise one of the main challenges the enterprise faced is employee retention (Sinha and Sinha, 2012). The researchers, including Asif, Rehman, and Rehman et. al. (2012), underlined that in Pakistan the importance of retain the valuable employees in the public sector because of the better performance, mainly in the service industry.

Sinha and Sinha (2012) identified that more and more enterprises are aware of the need to hire and retain high-quality employees, especially senior managers, in the future who will shape enterprise. The conclusion is that in order to maintain the competitiveness of the organization, the retention of employees has

become crucial; therefore, in a commercial environment it is significant to discover the deciding factor of employee retention (Van Dyk et. al., 2012).

In order to encourage employee to accept the current organization voluntarily employee retention can create and promote the environment for policy and practice that to meet the different needs of employees (Armstrong and Taylor, 2014). Sinha and Sinha (2012) argued that enterprise interests and competitive compensation systems improve employees to be loyal to the duties and maintain high retention levels by meeting enterprise objectives.

2.1.2 Employee retention in China

Zhu (2015) proposed that only by meeting the staff's self-development needs can employees better serve the development of enterprises on the basis of employee retention, the fast flow of enterprise staff will seriously influence the development and management of the enterprise. In the article of Liu (2015) puts forward the countermeasures of employee retention: to improve the corresponding incentive mechanism, to continue to improve the enthusiasm of the staff, to keep the promotion channel unimpeded, to ensure the employees to realize self-development, to implement the enterprise cultural support, and to maintain the development of the staff.

Therefore, it is necessary to design the corresponding measures according to the characteristics of the talent environment and the characteristics of the staff and the needs of the whole enterprise, and make it effective through continuous operation (Zhu, 2015). Study has shown that there are many factors that influence the turnover of employees in catering enterprises, including four

aspects: enterprise factors, personal factors, social factors and work factors (Liu, 2012).

The study of Zeng (2012) analyzed the causes of the loss of core employees, summed up the internal and external factors that led to the loss of core employees, and then proposed a public demand system to construct the retention mechanism of core employees and take effective measures. How to retain and retain the heart of employee is another difficult problem faced by the catering enterprises in the new era of economy, to solve this problem effectively is a key factor to improve the competitive ability of the catering enterprises, which is of great significance (Wei, 2012).

Wu (2012) believes that employee retention is a systematic project, from the beginning of an employee recruitment, training, configuration, and staff performance management, promotion opportunities and so on; this is a complete set of staff career management system. In view of the problem of employee turnover in catering enterprises, not only can take the relevant countermeasures from these four factors, but also integrate the possible solutions of these four factors according to the actual operating conditions of the enterprises, and take centralized treatment and systematic way to promote the effective solution of the problem of employee turnover (Liu, 2012).

When the culture of the enterprise is better, it is often easier to stimulate the employees' interest in work and make the employees move forward to the established goals of the enterprise (Wei, 2012). The enterprise culture is the soul of the enterprise, and the excellent enterprise culture attracts the best employee, the addition of the show staff also serves as a powerful tool for the retention of outstanding employees (Wang, 2012).

Wu (2012) put forward that effective strategies to retain talents in the enterprise are: strengthening the competitive advantage of the remuneration, building the cultural excellence of the enterprise, rationalizing the spirit incentive mechanism, improving the cost of turnover, the popularization of vocational skills training, the perfection of the performance management mechanism and the sublimation of the staff's own development.

The replacement cost of employee turnover will reach 150% of the employee's annual salary, which will be higher for the core staff, which does not include the recessive cost of employee turnover and customer turnover; therefore, the retention of the core staff is of great significance to the enterprise, which not only means the stability of the business and the talent team, but also means the reduction of human cost (Wang, 2012).

Therefore given the importance of employee retention to business organizations, there is still a need to continue to study the phenomenon although many researches (Akila, 2012; Van Dyk et. al., 2012; Sinha and Sinha, 2012) have been conducted within different context.

2.2 Factors influencing employee retention

In the experiment, those variables that are not changing which not influence by any other variables called independent variables (Bullock, Green and Ha, 2013). However, in research, independent variables are multi class, such as the control

group and two or more experimental conditions, other processed discrete, ordinal independent variables are used as interval levels and use standard regression based techniques (Chandler and Pronin, 2012). The independent variable influence dependent variable is established, and the mechanism can be described and quantified, although it is difficult to achieve convincingly, the process of documenting the effect is an important scientific goal (Bullock et. al., 2013).

2.2.1 Factors influencing employee retention in global

(1) Working environment

Working environment refers to the provision of a good and safe place to work, while employees feel more easeful and self-confident in a safe working environment, when employers take measures to implement effective safety plans, the rate of employee absenteeism also decreases, productivity has been raised and profit margins have risen (Salunke, 2015). As Pitaloka (2014) mentioned the work factors such as comfortable workplaces, appropriate lighting and temperature, and enough office space should be including in the working environment.

The working environment also includes a healthy business culture, and human resources play a significant role in the enterprise to look after employees and meet the needs of employees so as to work harder and happily to improve the productivity and development of the whole enterprise (Salunke, 2015). Working environment have an significant influence on job satisfaction of employees, and

enterprises play a vital role in offering more favorable workspace and standard operating procedures (Pitaloka, 2014).

(2) Growth opportunity

In different situations with before, opportunities for growth and development in the workplace can help employees increase the confidence in learning knowledge, skills and abilities (Nouri and Parker, 2013). Employee can get growth opportunities in different ways; for instance, develop internal career, or leadership, further education opportunity (Kulpa, 2015).

It is very significant for employee to participate; the reason is employees willing stay in the enterprise if promotion opportunities can reach the desired career promotion of employee (Nouri and Parker, 2013). Growth opportunities to acquire progressive skills and experience can improve satisfaction and motivation of employee, and assist employees manage more effectively handling operation (Kulpa, 2015).

(3) Salary and reward

Employees are the hard core of each enterprise no matter the size of the enterprise, and employee wants to get the reward and recognize by the enterprise and work hard for the productivity and development of the enterprise; generally speaking, employees usually have high expectations for the salary and reward of the enterprise (Neog and Barua, 2015). The dissatisfaction of salary and reward will let employee has some thinking, in current highly competitive world, many companies are want to provide higher salary or offer some

advantages to appeal potential employees (AlBattat, 2013).

(4) Relationship with managers

The manager is regarded as a leader with great manager's relationship with employee; it is a behavior that makes employees feel valued, listens and cares (Zafar, 2015). Relationship with managers can be defined as the degree to which leaders and managers value employees' thoughts and contributions and care for employee happiness (Arora and Kamalanabhan, 2013). Employees need incentive efforts and more personal resources, challenging tasks to show managers personal followers, which will help followers to perform better because employee can feel the care and warmth from the managers (Powell, 2016).

By helping the manager reach the objective and aim of enterprise, employees will be obliged to repay manager' support for the good relationship by the managers (Arora and Kamalanabhan, 2013). Powell (2016) stated that relationship with managers that influencing working life conflicts, which will lead to better job commitments, job satisfaction, loyalty to the company, and a good balance between work and family life. Organizational support, including manager support it also called relationship with managers is related to employee turnover, it can be a defensive factor or a threat factor (Zafar, 2015).

(5) Relationship with peers

Relationship with peers is significant for human resource experts, because it is responsible for the organization of an important area that should be known and

considered in the formulation or implementation of human resources policies and procedures (Olteanu and Munteanu, 2017). The definition of relationship with peers is all social relations between individuals in workplace, based on the direct application of labor in production data (Situngkir, 2013).

Relationship with peers in any enterprise is particularly significant, the reason is the efficiency and effectiveness of the management process depends on how these relationships are controlled and determined (Olteanu and Munteanu, 2017). The relationship between employees can be damage by a new employee who does not understanding the objective of the enterprise (Tunggal and Setiawan, 2015). According to Situngkir (2013), the relationship between employees influences employees' performance, which usually comes from differences in work, age, and demography influence the relationship with peers.

2.2.2 Factors influencing employee retention in China

(1) Working environment

A good working environment is a working atmosphere of sincerity, harmony and equality (Wang, 2013). A pleasant working environment is an important factor in efficient work, and a happy and harmonious atmosphere plays a not to be neglected role in the enthusiasm of the staff (Qing, 2013). It is a harmonious relationship with colleagues and supervisors on the basis of employee satisfaction with own work, mutual recognition of a sense of collective identity, full play of teamwork, common achievement of work goals, and the common realization of the value of life in the work (Wang, 2013).

(2) Growth opportunity

With the promotion of China's social and economic and cultural level, the individual has paid more and more attention to employee professional development and growth in the professional activities (Wang, 2018). The dominant position of the professional development demand in the whole staff demand system is becoming more and more obvious; therefore, career growth opportunities are introduced as antecedents' variables, the influence mechanism of employee's work engagement has positive practical significance (Weng and Xi, 2013).

Career growth opportunities reflect the high level of organizational concern for employees, and to a certain extent, alleviate employees' overwork (Wang, 2018). In fact, employees are particularly concerned about personal growth and development opportunities before and after entering the organization, especially in the new generation; moreover, study has shown that, obtaining career growth opportunities has a very high weight in the psychological contract of employees (Weng and Xi, 2013).

(3) Salary and reward

Salaries are remuneration for managers to occupy and exercise direct material property rights of enterprises (Li, 2013). In addition to the narrow sense of wage

income, the current personal income tax has made specific and discrepancy regulations on bonus, allowance, subsidy, welfare, subsidy, insurance, provident fund, and equity incentive that belong to the salary and salary project (Yin and Huang, 2015).

Salary is a kind of expectation for the manager to occupy and exercise the remuneration of the direct material property of the enterprise; it is also an expectation for the enterprise to create the income of the entrepreneur's ability in the enterprise organization (Li, 2013).

(4) Relationship with managers

The relationship between manager and employee is specifically manifested as the sum of rights and obligations relationships such as cooperation, conflict, communication and motivation (Feng, 2012). The harmonious relationship between managers and employees is a kind of intangible wealth; managers must make employees visible and tangible, so as to consolidate the resultant force of enterprises (Tu, 2016). The enterprise is the organizational basis for the existence of employee relations; therefore, the core of the relationship between the managers and the employees is to cooperate with each other to achieve the goal of cooperation between the two sides (Feng, 2012).

The relationship between managers and employees shows unprecedented diversity, complexity, change and so on, all kinds of ideas and values are intersected and collided (Liu, 2014). How to improve the relationship between managers and employees has become the most important part of the

development of the enterprise (Tu, 2016). In 2008, the series of "jumping buildings" of Shenzhen Foxconn Company brought the "enterprise manager" and the "employee relationship" to the top of the wind and rounded the alarm bell to the managers at all levels: the harmonious relationship between the managers and the employees should not be ignored (Feng, 2012).

(5) Relationship with peers

For an enterprise, relationship with peers refers to the relationship between the internal management staff and employees, and the relationship between employees; the core of this relationship is employee interests (Zhou, 2013). Moreover, the modern relationship with peers is no longer confined to labor relations, and the relationship between employees tends to be more closely related to the cooperative relationship between the enterprise and the employees (Tu, 2016).

Relationship with peers is the sum of cooperation, conflict, power and rights between managers and employees, and between employees (Dou, 2015). From the analysis Xu (2016) put forward that the communication of relationship with peers' management to promote the efficiency of the work; it is suggested that the employee is still a valuable part of the enterprise human resources and is an important potential customer of the enterprise. At the same time, relationship with peers reflects three basic characteristics: equality of obligations, relationship between individual and collective, obligation equivalence and inequality (Liu, 2014).

Xu (2016) pointed out that in the practice of relationship with peers' management,

the spirit of "people-oriented" should be emphasized, that is, enterprise leaders should set an example and play an exemplary role. In view of the importance of all the enterprise and personal factors to enterprise organization, although a lot of research (Qing, 2013; Olteanu and Munteanu, 2017; Tu, 2016) has been carried out in different backgrounds, it is necessary to continue to study this phenomenon and include all enterprise and individual factors.

2.3 Linkage between factors and employee retention

2.3.1 Factors and employee retention in global

(1) Working environment

Saifullah, Alam, and Zafar et. al. (2015) stated that working environment maintaining employees' job satisfaction when work in better environment, and employee stay in the enterprise for longer. Employer investing in a good safety working environment will bring other benefits for employee as well, when employees think can work in a safe office the employee retention in the workplace is rise; employee can pay attention to providing appropriate services to customers (Angeline, 2017).

The work environment is one of the factors that influence employees' decisions to stay with the enterprise, when employers take measures to implement effective working environment, the rate of stay away from work without leave or good reason also decreases and it will influence the rate of employee retention (Shea, 2012). The work environment is an important factor that influences

employee commitment and employee retention (Umamaheswari and Krishnan, 2016).

(2) Growth opportunities

By enhancing the effectiveness of the enterprise and improving the workmanship and assist organizations retain and appeal to talent employees, growth opportunities can turn all these into the benefits of the enterprise (Saifullah. al., 2015). If the employees are not satisfied with the current job, employee will find new jobs opportunity and enter new jobs, when the employer should carry out the practice of employee retention and retain the excellent employees (Panos, Pouliakas and Zangelidis, 2014).

According to social exchange theory, measures to retain core employees include growth opportunities, it is necessary to guide the staff to plan the career, to design the dual track system of promotion and development, and to develop the core staff in the career space, so that employee can feel the future of the career path (Fournier, 2015).

(3) Salary and reward

Razzaq and Ramzan (2013) prove that salary and reward may cause employees to enter the enterprise, but it may not be conducive to retaining employees work in enterprise longtime. When employee has dissatisfaction about the salary and reward, there is a negative influence on employee intention; in current highly

competitive world, many companies are willing to provide higher salary and reward or provide various benefits to remain employees (AlBattat, 2013).

(4) Relationship with managers

Managers who are considered supportive are found to manage employees' emotions effectively and actively, if employees are happy, the employees stay in the enterprise longer (Umamaheswari and Krishnan, 2015). The study found that strong managers' support could improve the quality of employees' work, related to job satisfaction, matching between enterprise and employee, and higher employee retention (Panos et. al., 2014).

According to Patra and Singh (2012), through the support of manager, employees are unlikely to leave an enterprise and invest more in maintaining good relations because of the relationship with managers. The view of industry interaction shows that the role of line managers and the relationship with employees are considered to be the main reasons for the voluntary turnover, participation and retention of knowledge workers in the IT-BPM industry (Premalatha, 2013).

Managers have played a good role in understanding the life experience of employees, by attracting and retaining knowledge workers to support the organization to achieve sustainable competitive advantage (Premalatha, 2012). In order to retain employees, it is important that an organization uses proper HR practices i.e. training and development and the support of the supervisors (Walia and Bajaj, 2012).

(5) Relationship with peers

To balance the common interests between employers and employees, the partnership theory aims to promote cooperation between the two parties and promote the realization of common goals, such as the climate of harmonious labor relations, higher efficiency, productivity and financial performance, as well as absenteeism and employee retention (Panos at al., 2017). Harmonious interpersonal relationship can make employees meet the needs of employee self-realization and respect (Tunggal and Setiawan, 2015).

The good relationship with peers can make employees feel more satisfied with work and stimulate and arouse enthusiasm, these factors can also cause dissatisfaction of employees and employee retention (Saifullah at al., 2015). It is mainly to deal with the relationship between the employee and employer, the relationship between the employee and the colleagues, and the employee's work efficiency in the relaxed and joyful environment must be greatly improved (Tunggal and Setiawan, 2015).

2.3.2 Factors and employee retention in China

(1) Working environment

In a good working environment, employees can actively contribute to own

strength and work hard in the direction of an organized goal (Wang, 2013). In the workplace, Qing (2013) pointed that work can be adjusted flexibly and conveniently at any time, so that employees have a higher efficiency and a sense of belonging, thus influencing the employees' time of retention in the enterprise.

The measures to retain the core staff should be comprehensive and specific, such as the improve the working environment, and the new and high tech enterprises, while improving the salary and treatment, are more important to provide a good working environment for talents, expand the field of talent and create a job that matches the high level of knowledge with high-level talents (Wang, 2013).

(2) Growth opportunities

The career growth opportunities for employees are no longer limited to a certain enterprise, when the individual's career goals are rare in a particular enterprise that will influence the retention of the employee (Weng and Xi, 2014). If employees can get a faster career growth opportunity while completing work, employees are willing to make efforts to achieve the goals of the organization and resulting in a higher retention intention (Wang, 2018). When employees get faster career growth opportunity within the organization, employees will have an inner positive emotion to the organization, and will be willing to stay the organization emotionally (Weng and Xi, 2014).

(3) Salary and reward

The salary is understood as the reward of the manager's possession and execution of the direct material property rights of the enterprise, increasing the employee retention and long-term consciousness of the enterprise, and can convincingly explain the new phenomena and new problems of the salary income distribution in the modern market economy, such as the economic form of the executive stock ownership plan, the profit sharing system and so on (Li, 2013).

The measures of retaining the core staff include compensation and reward, salary and reward is one of the basic factors of employee retention, directly related to the economic benefits of employees, and the performance of employees with organization profits; the main forms include salary system, bonus, core employee stock ownership, annual salary system, stock option, shadow stock and housing loan welfare plan (Wu, 2012).

(4) Relationship with managers

Excellent enterprise managers should communicate with employees in depth; fully respect the opinions and suggestions of employees, therefore managers and employees are not only the upper and lower levels of relations; employees are willing to follow the managers, not to leave easily, and maintain certain loyalty this will influence the retention of employees (Liu, 2015).

In order to retain staff, it is important for the organization to use appropriate human resources practices, namely training and development, as well as supervisor support (Feng, 2012).

(5) Relationship with peers

On the one hand, the positive interpersonal relationship with peers can form a harmonious working atmosphere, provide emotional support for employees, and on the other hand, promote the sharing of knowledge, information and skills, enhance the employees' emotion to the organization, and then influence the retention of the employees (Zhou, 2013). Experiential work skills mastered by employee relations and all kinds of work resources will also increase employee turnover costs, prompting employees to abandon the idea of job hopping and remain in the enterprise (Liu, 2014).

2.4 Grounded theory

Social exchange theory

Basically, in 1961 Homans established this grounded theory of social exchange theory. Social exchange theory is very useful to state employee cooperation in the workplace because it explained that the relationship between psychological empowerment and intention to stay an enterprise (Erturk and Vurgun, 2015). Based on Forbes (2014), social exchange theory is developed to state the process of people's adoption; this theory has been confirmed by establishing and maintaining related relationships, makes full use of it to explain employee interaction in the workplace.

The individual's decision on the success or failure of an organization depends on the perception of the balance of organizational incentives and the fairness of employee contributions (Baran, Shanock, and Miller 2012). In practice, the Fu and Deshpande (2013) emphasizes that incentive mechanism is an important way to enhance the positive relationship in the workplace based on social exchange theory. Social exchange theory holds that employees respond to good working environment through behaviors that are beneficial to the enterprise and other employees (Abu Bakar, Dilbeck, and McCroskey, 2010).

If these enterprises have met the influencing factors of these employees, it will have a positive influence on the job satisfaction of employees, because job satisfaction and corporate commitment are the result of social exchange, both sides have own expectations (Ahmed, Ismail and Amin, 2012). According to the social exchange theory, employees exchange the identity, attachment and loyalty to the enterprise in reward for the engagement of the enterprise (Baran et. al., 2012). Similarly, employees will adopt a negative attitude towards work, such as absenteeism in order to take revenge against dissatisfaction (Abu Bakar et. al., 2010).

Social exchange theory provides a conceptual support in the study, emphasizing the direct correlation between individual commitment and psychological contract, which indicates the consistency of mutual commitment between employees and the perceived expectation of enterprise (Fu and Deshpande, 2013). The social exchange theory refers to the mathematical and logical aspects of relationship (Fournier, 2015). At the same time, maintaining a friendly atmosphere is also in

line with social exchange theory, "Exchange theory" also points out that people are based on own communication and are based on social interaction, fundamentally social animal. (Fu and Deshpande, 2013)

Social exchange theory has recently been applied to the business environment, emphasizing the significance of the norm, highlight the social system and the formal exchange between enterprises (Ahmed et. al., 2012). So as to understand the complicity of the social structure, social exchange theory regards the basic conception of modern economics as the basis for learning human behaviors and relationships (Shiau and Luo, 2012). Understanding social exchange theory is crucial because it helps to better understand potential dynamics (Fournier, 2015).

On the basis of social exchange theory can be used to explain the conceptual framework of all of the independent variables include enterprise factors and personal factors and dependent variables in this study. The reason is in this study include the proposition of social exchange theory, when enterprise gives employees more benefits, employees expect to keep the same amount in the enterprise. Therefore, the significance of social exchange theory is important to comprehend how and why social exchange theory is contribute to the analysis of the basic mechanism to induce employee retention (Baran et. al., 2013).

2.5 Gaps in the literature

In order to reconfirm the research the factors influencing employee retention, start this study. The significant factors influencing on employee retention has

been discussed earlier.

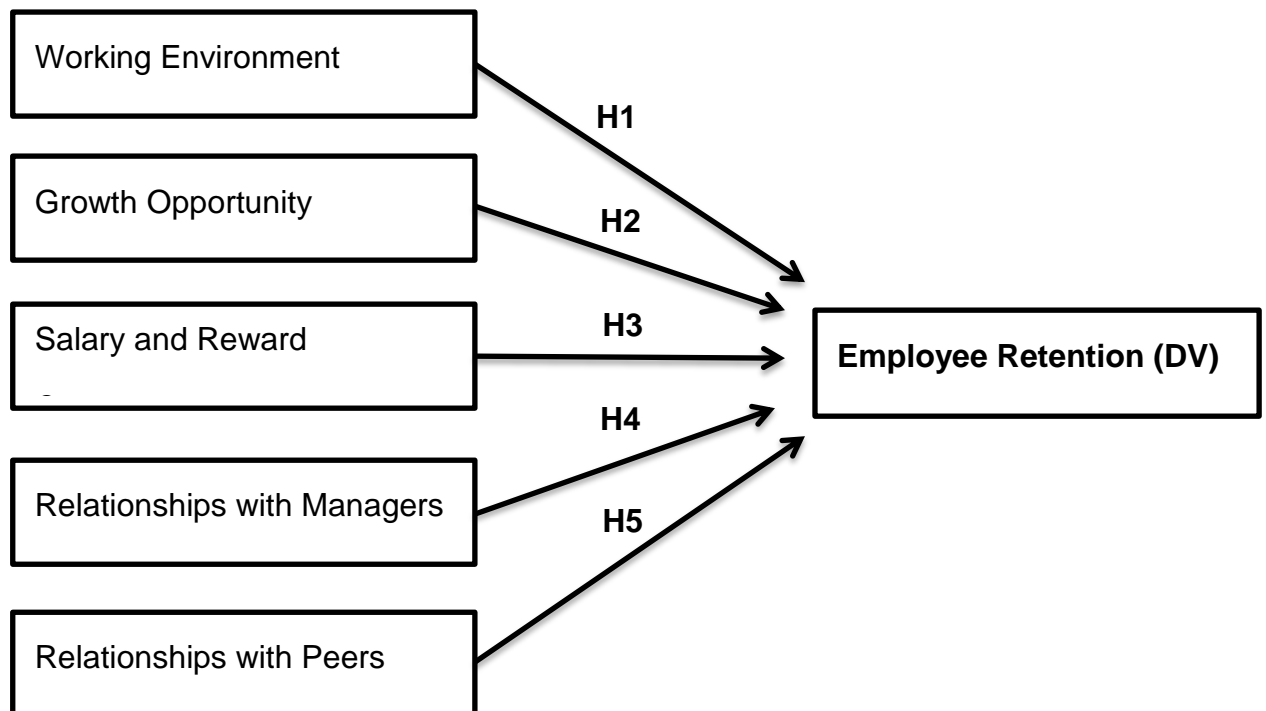
There is an academic gap there are studies on the topic of employee retention Kong and Bian (2014); Zhang, Fu and Yuan (2014), but the influencing factors in each study are different, such as work-life balance, enterprise culture and Job satisfaction, etc.

Furthermore, many researchers had carried out the research about employee retention and had research had carried out the topic about employee retention in other industry: catering industry, Huang, (2013); Liu (2012); the communications industry in Pakistan, researcher (Saeed, Lodhi and Iqbal, 2014) has studied. And there is an academic gap limited studies about the topic employee retention in mobile industry in Beijing, China.

On the other hand, there are many researches' study about the topic employee retention Liu, (2012); Kong and Bian (2014) ; Zhu (2015) in China in Chinese but there is a lack of literature about employee retention in English language, in China.

2.6 Conceptual framework

Factors influencing Employee Retention (IV)



2.7 Hypotheses

Based on the framework the hypotheses are following:

H1: There is a significant relationship between working environment and employee retention in mobile phone industry in Beijing, China.

H2: There is a significant relationship between growth opportunity and employee retention in mobile phone industry in Beijing, China.

H3: There is a significant relationship between salary and reward and employee retention in mobile phone industry in Beijing, China.

H4: There is a significant relationship between the relationship with managers and employee retention in mobile phone industry in Beijing, China.

H5: There is a significant relationship between the relationship with peers and employee retention in mobile phone industry in Beijing, China.

2.8 Conclusion

Summing up, in this chapter has reviewed the previous literature on employee retention. Reviewed the literature about the factors influencing employee retention both in global and in China. The grounded theory also described in this chapter.

On the basis of these literatures find the academic gap in employee retention. End of the chapter establish a conceptual framework and suggest hypothesizes. In chapter three will introduce the research methodology.

CHAPTER 3 METHODOLOGY

3.0 Overview

This chapter is discuss about the research methodology, research design will be reviewed and linked back to the research framework mentioned in the chapter 2 at the beginning, then explain the unit of analysis and time horizon. Next, sampling design and questionnaire design are introduced, besides that pilot test and measurements researched as well. Lastly, the ethical consideration should be described in this research.

3.1 Research Design

The researchers Zikmund et. al. (2013) defined the research design as is a master planning which can specifies the methods and procedures for collecting and analyzing the required information. The importance of research design as Cooper and Schindler (2014) stated research design can provide a framework (as illustrated in Figure 3.1) for specifying the relationships among the study's variables or a plan of action for the research.

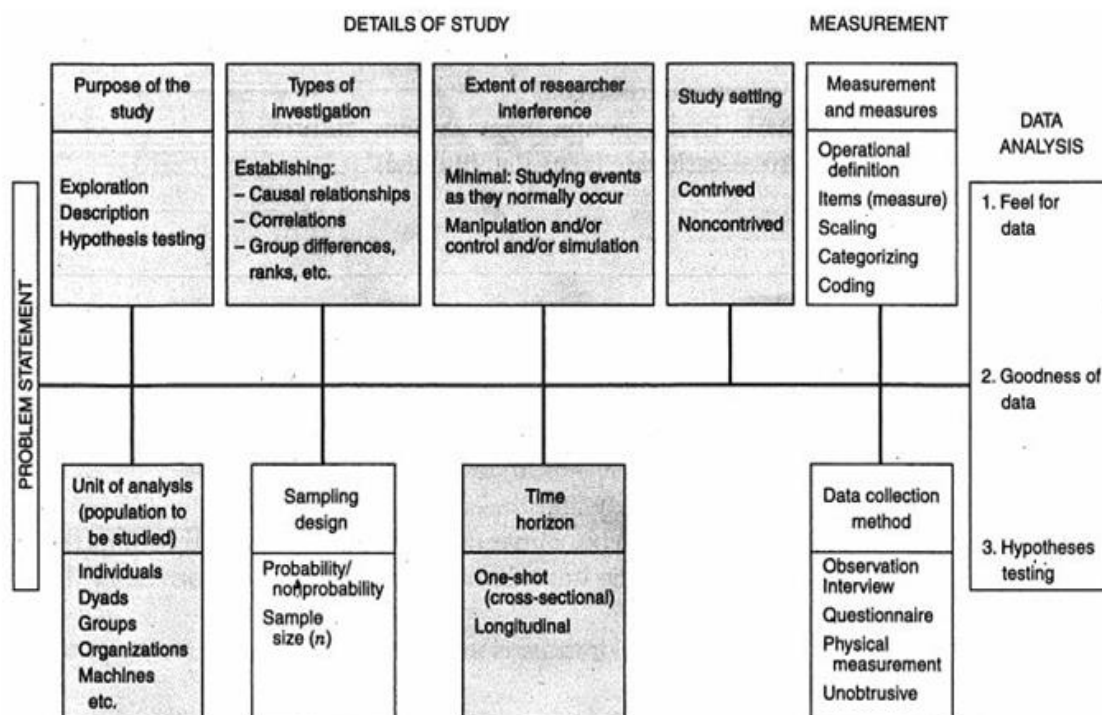


Figure 3.1: Research Design Framework

Source: Sekaran and Bougie (2016)

The research design framework used for this research, for the researcher it is important to follow a research paradigm to support the description of methodology (Saunders, Lewis and Thornhill, 2015), the research design framework shows the details of the study include purpose and types of study, the extent of researcher interference, the study setting, unit of analysis and time horizon, and sampling design.

The purpose of the study is descriptive research to examine the factors that influence the employee retention in mobile phone industry in Beijing, China.

The type of the investigation is quantitative correlation design (Kumar, 2010), the investigator aimed at establishing the relationship between influence factors with employee retention in mobile phone industry in Beijing, China.

Based on Cooper and Schindler (2014) the extent of researcher interference of this study is minimal as the researcher use questionnaire to collect research data. The respondents will not be extensively interrupted as the questionnaire distributed could be completed during break time or after work.

According to Sekaran and Bougie (2016) the study setting for this study is non-contrived, as the researcher using questionnaire the studying phenomenon employee retention in the mobile phone Industry in Beijing, China is naturally occurs it means no manipulation of the research environment in this research.

3.2 Unit of analysis and time horizon

Due to the data of this research collected from employees who are working in the mobile phone industry in Beijing, China; the results focus on the data from the individual employees; therefore, the unit of analysis of this research is individual (Zikmund et. al., 2013).

The time horizon of the research is cross sectional, it can be called one-shot as well, because the data collected from each respondent only once (Sekaran and Bougie, 2016). The respondents are only required to answer the questionnaire distributed only once, hence, data is also collected once, thereby, it is a cross sectional time horizon (Zikmund et. al., 2013).

3.3 Sampling design

The concept of sampling design can be defined as the framework that serves as the basis for the selection of survey samples, the sampling design is also important for the research the reason is it can influence many other important aspects of the research (Zikmund et. al., 2013).

The population under this study is employees who are working in mobile phone industry in Beijing, China (Cooper and Schindler, 2014); the reason of focus on this population is the researcher willing to reconfirm how the enterprise factors and personal factors on the employee retention in mobile phone industry in Beijing, China, even though have research in other industry area.

3.3.1 Sampling Plan

The sampling plan can provide and outline to guide the researcher choose the sample which include includes the time to measure, the material to be selected, the way to measure and the personnel to measure (Sekaran and Bougie, 2016). The methods of sampling are two types' probability sampling and non-probability sampling can be used by the researcher (Saunders et. al., 2015). The probability sampling is a random way to select the sample which means the respondent has equal chance to be selected; the non-probability sampling process is depends on the convenience of the researcher, therefore the sample selected may be biased (Sekaran and Bougie, 2016).

In this research, the researcher will focus on the non-probability sampling process; it is a convenient sampling which can select the convenient sample intentionally, the information can be collected from the convenient members of the population by the researcher (Cooper and Schindler, 2014). The reason of using this method to collect data is because the respondents are conveniently available and agree to participate in and it can collect information within a short period of time and effectively, especially for the study has time constraints (Saunders et. al., 2015).

3.3.2 Sampling Size

Sample size is to determine the number of the sample that can provide sufficient power for statistical significant; it is important for the researchers to consider whether the sample size is sufficient to provide sufficient accuracy to confidence in the basis of the findings of the decision (Zikmund et. al., 2013).

The population of the research is the employee who works in the mobile phone industry, K-Tough Phone Company has employees around 2000, Letv Phone Company has 2180 employees, Smartisan Company has employees around 1000. The target sample size is 300, because it can satisfy the research of the following researchers.

Hair et al. (2008) suggested that the sample size should be at least 200, but not more than 400. Roscoe (1975) also proposed the empirical rule for determining the sample size: sample sizes greater than 30 and less than 500 are suitable for most studies; in multivariate studies (including multivariate regression analyses),

the sample size should be several times (preferably 10 times or more) the number of variables in the study.

Based on the statistical analysis of Cohen (1988), the effective sample size should be considered to analyze the data. The effective sample size is necessary to reduce the type II sampling error in order to reject the null hypothesis at the 0.05 significance level. Sekaran (2006) also mentioned avoiding type II errors and not using large sample sizes (e.g., more than 500). In other words, if the sample size is too large, even weak relationships (such as a 0.1 correlation between two variables) may reach significance levels.

Since the experimenter needs to consider the emergence of an invalid questionnaire (Zikmund et. al., 2013), there may be problems in filling out the questionnaires or recovering them therefore 320 questionnaires are distributed in order to ensure the validity of the questionnaire.

3.4 Questionnaires design

Questionnaire is an important part for the study, it is a tool for collecting data from respondents involves a research problem; the reason of use the questionnaire is due to it can provides all information from participants for different studies, it will help decision makers to solve the current business problems (Zikmund et. al., 2013). The questions in this study are adapted by the previous researches (Nouri and Parker, 2013; Khoo, 2014; Luscombe, Lewis and Biggs, 2012), therefore can make sure this study get the standard eigenvalue.

	Items	No. of items	Reference
1.	Demography	5	Milman (2003); Hooi (2007)
2. Dependent Variable	Employee retention	8	Kalbers and Cenker (2007); Nouri and Parker (2013); Khoo (2014)
3. Independent Variables	Working Environment	8	Gruman & Saks (2011); Ng, Lam, Kamar, Ramendran, Kadiresan (2012)
	Growth opportunity	8	Bigliardi, Petroni, and Dormio (2005); Hooi (2007);
	Salary and reward	8	Luscombe, Lewis and Biggs (2012); Khoo (2014); George (2015);
	Relationship with manager	8	Hooi (2007); Moyes, Cortes and Lin (2007); Wu et al. (2013)
	Relationship with peers	8	

Table 3.1: Summary Table of Questionnaire

3.5 Pilot test

Pilot testing is intended to test the travel errors in the design and control the conditions environment or inappropriate unrelated variables (Cooper and Schindler, 2014). Hair, Black and Babin et. al, (2010) stipulated pilot test is often used to try out a research instrument, and the ideal sample size for pilot test is 10% of the actual research sample size. According to Bryman and Bell (2011) pilot test can help researcher to reduce risks and warn researcher focus on the specific areas where might be fail; therefore pilot test is quite vital for study.

3.5.1 Pilot test: Factor analysis

Factor analysis is a technique to identify the number of reduced factors statistically from a large number of measured variables, factor analysis is very important for the study the reason is it needs to be carried out before reliability to determine whether specific factors or items need to be removed before further testing (Zikmund et. al., 2013). Base on Krejcie and Morgan (1970) the sample size of the study and pilot test need take 10% of sample size (Bryman and Bell, 2011), thus 30 employees working in the mobile phone industry in Beijing, China will be targeted for the pilot test.

The collected data will be run under the factor analysis involving the KMO Bartlett's Sphericity test; the purpose is to determine whether the collected data and the projects within the structure are related and suitable for further analysis (Kumar, 2010). In business research book, factor loading indicates how strong the correlation between measurement variables and the factor is (Zikmund et. al., 2013). The factor loading must be more than 0.60, the factor loading of factor analysis should exceed 0.6 in order to significant the variables, if the independent variables' factors loading less than 0.6 means this variable not correct the item should be deleted to continue the analysis, if the dependent variable's factors loading less than 0.6 means the variable not enough (Hair et. al, 2010). In addition, the eigenvalue must more than 1 explains more variance than a single observed variable (Kumar, 2010).

3.5.2 Pilot test: Reliability test

According to Bryman and Bell (2011), reliability testing is considered as a measure of consistency of concepts based on collected data. The purpose of the reliability test is to assess the internal consistency, stability and potential measurement errors of the measurement, in which Cronbach Alpha is used to evaluate the reliability of the project (Sekaran and Bougie, 2016). Reliability test can guarantee the reliability and accuracy of each variable; therefore, the reliability test is important for the research, and the reliability test is also used in this study (Nawab and Bhatti, 2011).

Cronbach's Alpha is a common reliability coefficient, showing how items in a collection are interrelated, if the Cronbach Alpha value over 0.7, it shows high reliability level, and it also means satisfactory internal consistency and reliability, if the Cronbach Alpha value is less than 0.7, the related problems can be censored and deleted because of lack of understanding (Sekaran and Bougie, 2016).

3.6 Measurements

Measurement in research involves assigning numbers to experience events, goals or attributes, or following a set of rules, this definition means that measurement is a process of three parts, first process is select the observable experience events, second process is develop a set of mapping rules (Cooper and Schindler, 2014): a plan for assigning numbers or symbols to represent

aspects of the measured events, third progress is apply mapping rules to every observation of the event, measurement is quantitative study requirements for statistical significance (Sekaran and Bougie, 2016).

3.6.1 Descriptive information

Demographic profile are the characteristics of the research population (Milman, 2003), in this research, the demographic profile include the respondents' gender, age, position, marital status, education level and how many years work in current company. Based on Srivastava (2013) the purpose of use demographic profile is the study needs to assess who will investigate and to confirm whether the employee retention related to the respondent's information. The research by Milman (2003), Tiwari and Srivastava (2013) also used to their research which similar with employee retention.

3.6.2 Preliminary tests

Preliminary tests are small-scale experiments that precede scale experiments to verify the validity of the study (Cooper and Schindler, 2014). The KMO Bartlett's test of Sphericity should be run under the factor analysis and the rule of factor loading should be over 0.6, the eigenvalue should be over 1 if the eigenvalue less than one the item should be remove (Kumar, 2010). Furthermore, the Cronbach's alpha under the reliability test and the value should over 0.7, if the result less than 0.7 the item should be reject (Sekaran and Bougie, 2016).

3.6.3 Hypotheses testing

Hypothesis testing is assumed to be defined in a form that can be stated in a testable form, these hypotheses are tested by comparing the researcher's experience guesses and empirical realities (Zikmund et. al., 2013). Multiple regression analysis is an extension of simple regression analysis, allowing multiple independent variables to predict measurement dependent variables (Cooper and Schindler, 2014). Multiple regression analysis is also used in other research (Nawab and Bhatti, 2011) which study topic is employee retention.

The determinant coefficient R^2 provides information about goodness of fit of regression models, and shows that the percentage of variance in independent variables is explained by changes in independent variables (Saunders et al., 2015). If R^2 close to 1, most of the changes in the dependent variable can be explained by the regression model; however, if R^2 is close to 0, most of the data changes cannot be explained by the regression model (Sekaran and Bougie, 2016).

One way analysis of variance (ANOVA) is an appropriate statistical tool to examine the influence of independent variables on at-least interval related dependent variables, the P- value represents the probability value, which can be compared with the significance level to test the hypothesis (Zikmund et. al., 2013), the acceptable p-value is more than 0.05, the lower the p-value, the more unbelievable the average value of the sample is. Post-hoc tests are under the one-way ANOVA, and it has two types Kruskal–Wallis test and Dennett's test, it is used to analyze the specific sample pairs of random dominance (Cooper and

Schindler, 2014).

The path coefficient beta represents the estimation of the linear correlation strength and the direction between the interval and the ratio variables; the number of beta coefficient represents the strength of the relationship, and the higher number indicates stronger relationship, the lower number indicates lower relationship (Saunders et al., 2015).

3.7 Ethical consideration

Ethics is defined as a method, procedure, or viewpoint to determine how to evaluate and act in order to cope with complex problems and issues, it is important to be truthful and honest while doing the research the reason is the ethical considerations of researchers can help researchers maintain the quality of research (Resnik, 2011). In order to maintain the quality and integrity of research, researchers must collect data in an ethical way, therefore, for ethical consideration a permission of investigation from respondents are required (Sekaran and Bougie, 2016).

The data in this research were collected ethically and the participants were allowed to share their opinion without any confusion as well, and the participants are participating in the study freely or voluntarily, the purpose of the study and the research topic the participants should understand before fill the questionnaire (Resnik, 2011). The researchers Sekaran and Bougie (2016) assured participants that their data would not be developed in the future and personal information would not be shared publicly in order to get honest answers

by gaining participants' trust and the questionnaire is written in simple language and based on research hypotheses, so that participants can easily understand the questions raised in the questionnaire to ensure the authenticity of the data.

When reporting the findings, it is unethical to manipulate, misrepresent, or falsify data; through the questionnaire survey, from the past researcher (Resnik, 2011), it helps to improve the internal validity and the natural working environment of data collection, so the external validity also caters to the ethics.

3.8 Conclusion

This chapter explained the research methodology that will be using during the research. This chapter focused on the research design, construction of the questionnaire and the administration of the data collection. It also examined how the selection of the sample was conducted and the method of the test for the collected data. The next chapter discusses the research findings.

CHAPTER 4 RESEARCH FINDINGS

4.0 Overview

In chapter four firstly discuss the findings and analysis of data collected from mobile phone industry employees in Beijing, China. SPSS and excel was used in this study to test and analyze the data obtained in the questionnaire. Prior to the analysis of all data, a pilot test is conducted to ensure that reliability and factor analysis are supported for further analysis and to ensure that the questionnaire items were suitable for the study. Charts were also used to help inform important information. Finally, the internal model is evaluated by hypothesis test, and the relationship between independent variables and dependent variables is investigated.

4.1 Pilot test

The questionnaire of this study was designed on the basis of previous studies. In order to ensure that the selected questions are suitable for this study, 30 employees in the mobile phone industry in Beijing, China, conducted pilot tests before distributing the questionnaire to the respondents. According to De Vaus (1993), pilot tests can help minimize risk and alert researchers to specific areas of potential failure. Researchers decided to use 30 questionnaires for the pilot test because according to Baker (2010), the ideal number of samples for the pilot test is 10% of the actual number of samples. In this study, the number of sample size was 320, so the pilot tests sample size was about 30. After distributing and collecting the data of the respondents, the researchers used

SPSS software to collate and calculate the data.

4.1.1 Pilot test: Factor analysis

Factor analysis is conducted on the communalities value with SPSS, and the communalities value must be greater than 0.6. To ensure that these items are relevant to further analysis (Field, 2005); items with a communalities value less than 0.6 in the questionnaire should be deleted.

Communalities		
	Initial	Extraction
WE1	1.000	.824
WE2	1.000	.943
WE3	1.000	.802
WE4	1.000	.869
WE5	1.000	.860
WE6	1.000	.937
WE7	1.000	.917
WE8	1.000	.831
GO1	1.000	.875
GO2	1.000	.880
GO3	1.000	.866
GO4	1.000	.816
GO5	1.000	.871
GO6	1.000	.903
GO7	1.000	.924
GO8	1.000	.909
SR1	1.000	.911
SR2	1.000	.916
SR3	1.000	.855
SR4	1.000	.922
SR5	1.000	.887
SR6	1.000	.905
SR7	1.000	.834

SR8	1.000	.928
RM1	1.000	.922
RM2	1.000	.918
RM3	1.000	.894
RM4	1.000	.742
RM5	1.000	.834
RM6	1.000	.844
RM7	1.000	.865
RM8	1.000	.881
RP1	1.000	.914
RP2	1.000	.851
RP3	1.000	.891
RP4	1.000	.903
RP5	1.000	.894
RP6	1.000	.851
RP7	1.000	.921
RP8	1.000	.859
DV1	1.000	.887
DV2	1.000	.837
DV3	1.000	.877
DV4	1.000	.957
DV5	1.000	.922
DV6	1.000	.916
DV7	1.000	.872
DV8	1.000	.877
Extraction Method: Principal Component Analysis.		

Table 4.1: Factor Analysis

Based on Table 4.1 below, it indicates that all values in the community are greater than 0.6, which means that the questions posed to the participants are valid. According to Williams et al. (2012), in order to be considered valid and acceptable, these indexes must be loaded with a value greater than 0.6. Therefore, since all indexes in this study show a value greater than 0.6, they are suitable for further analysis.

4.1.2 Pilot test: Reliability test

The reliability of the questionnaire was analyzed by SPSS software, and the internal consistency of the questionnaire was ensured by investigating the Cronbach's alpha value. According to Hair et al. (2010) the Cronbach's alpha value must be greater than 0.7 to ensure the reliability of the problem and to ensure that respondents understand all the questions accurately.

Reliability Statistics		
Variables	Cronbach's Alpha	N of Items
Working environment	.921	8
Growth opportunity	.930	8
Salary and reward	.877	8
Relationship with managers	.873	8
Relationship with peers	.926	8
Employee retention	.885	8

Table 4.2: Reliability Analysis

Table 4.2 shows the reliability test results of the pilot test and the table shows all the Cronbach's alpha values were greater than 0.7, indicating that the constructs in this study had high internal consistency. According to the table above, based on the reliability test of the pilot test, all the projects in this study are reliable. In a word, through the analysis of factor analysis and reliability test, all the problems are suitable for further study. Data collection is now available.

4.2 Descriptive information: Demographic Profile of Respondents

In this study, the demographic part of the respondents' gender, age, marital status, education background, and working experience in the current company. Questionnaires were distributed online using Google form and totally distributed 320, but only 211 responses were received. However, the replies received were available because some respondents did not fill out all the required questions. According to Cohen (1992), based on five independent variables, the sample size of 91 is appropriate. Therefore, 211 available surveys collected have exceeded the minimum requirement of 91 sample sizes in this study. Table 4.3 is summary of respondents' demographic profile.

Demographic	Categories	Frequency	n=391 Percentage (%)
Gender	Male	51	24.17
	Female	160	75.83
Age	20 – 29 years old	58	27.49
	30-39 years old	76	36.02
	40-49 years old	43	20.38
	50 years old and above	34	16.11
Marital status	Single	56	26.54
	In a relationship	45	21.33
	Married	110	52.13
Education background	Pre-university	61	28.91
	Diploma	43	20.38
	Bachelor	62	29.38
	Master	26	12.32
	PhD	19	9
Length of working experience in current	Less than 6 months	52	24.64
	6-12 months	77	36.49
	1-2 years	24	11.37

organization.	2-4 years	39	18.48
	4-6 years	10	4.74
	6 years and above	9	4.27

Table 4.3 Demographic Profile of Respondents

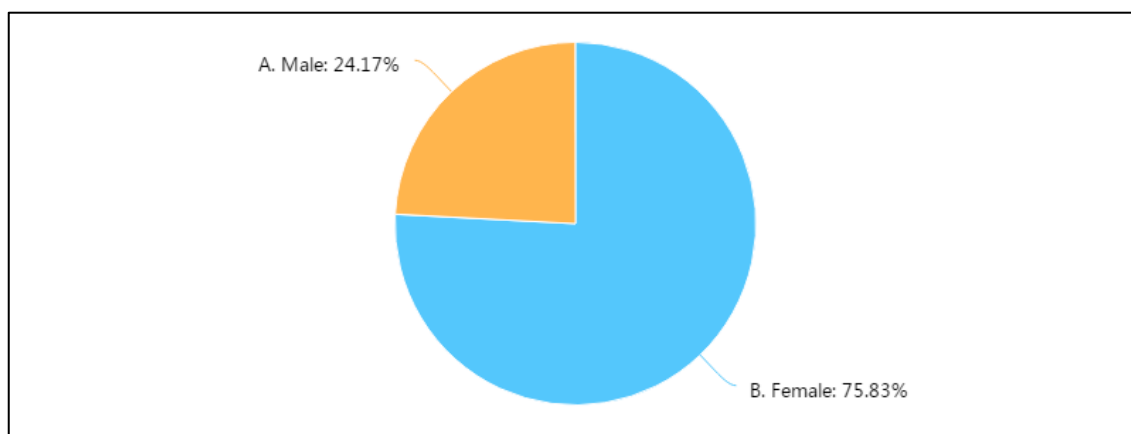


Figure 4.1 Gender

According to Figure 4.1, the total number of participants in the survey was 211 most of the respondents were female, 75.83% (n=160) of them were female and 24.17% (n=51) were male.

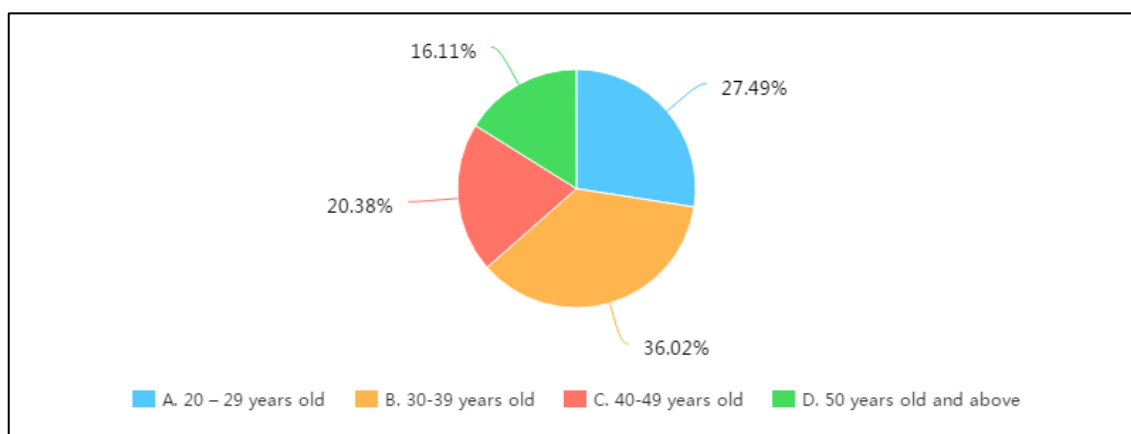


Figure 4.2 Age

As shown in figure 4.2, among all 211 respondents, the young generation aged from 20 to 39 accounted for the majority of respondents, reaching 63.61% (n=134), while those aged over 40 only accounted for 36.39% (n=77).

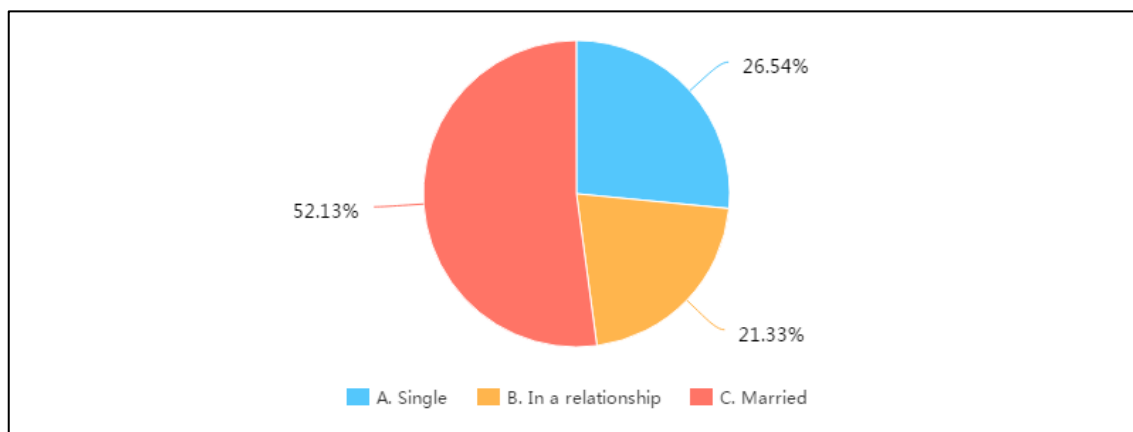


Figure 4.3 Marital status

As shown in figure 4.3, among all 211 respondents, married people account for 52.13% (n=110), single people account for 26.54% (n=56), and those in a relationship account for 21.33% (n=45).

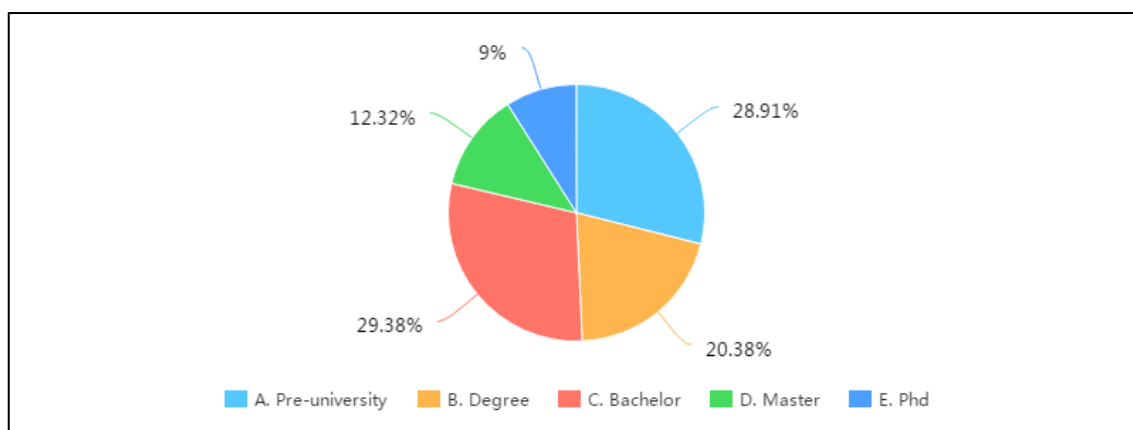


Figure 4.4 Education background

Based on the figure 4.4, the 211 respondents education background as follows, have obtained a certificate of undergraduate accounted for 78.68% (n=176), only 21.32% (n=45) of postgraduate (Master, PHD) certificate.

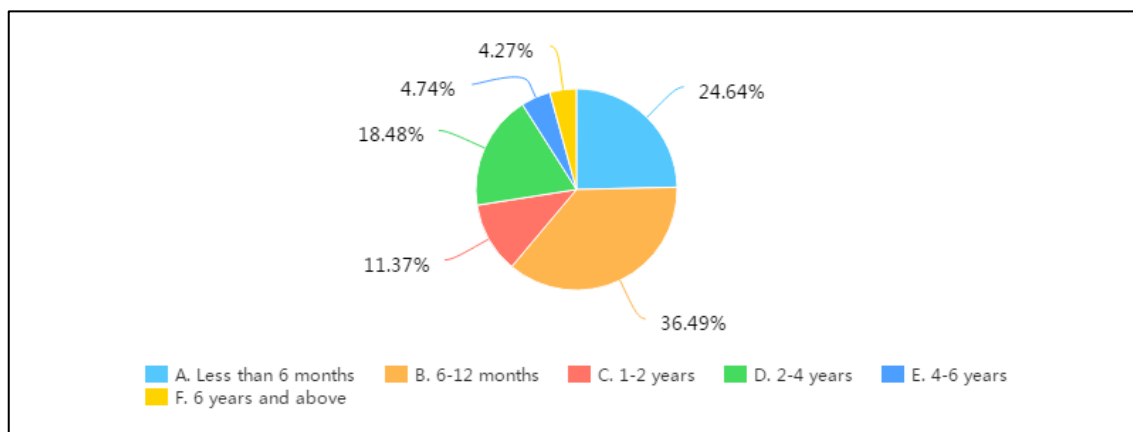


Figure 4.5 Length of working experience in current organization

According to the statistics and figure 4.5, among the 211 respondents, 24.64% (n=52) have worked in the company for less than 6 months, 36.49% (n=77) have worked in the company for 6-12 months, 11.37% (n=24) have worked in the company for 1-2 years, 18.48% (n=39) have worked in the company for 2-4 years, and 4.74% (n=10) have worked in the company for 4-6 years. The low percentage 4.27% (n=9) of respondents work in current organization for 6 years and above.

4.3 Preliminary tests

SPSS software was used to analyze preliminary data of factor loading, Cronbach's alpha value. Preliminary data analysis was conducted to ensure that all data items of 211 respondents were suitable for hypothesis testing.

4.3.1 Preliminary test: Factor analysis

In order to verify the validity of these structures, some tests were carried out. Kaiser-Meyer-Olkin (KMO) and Bartlett's test were used to measure the adequacy of research data and confirm the relationship between structures (Pallant, 2011). The overall acceptable KMO should be greater than 0.6 (Kaiser, 1974, Pallant, 2011). The significance value of Bartlett test was $p < 0.05$.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.663
Bartlett's Test of Sphericity	Approx. Chi-Square	299.698
	df	28
	Sig.	.000

Table 4.7 KMO and Bartlett's Test

In order to test factor analysis, SPSS software was used for factor analysis. The loading values for all projects should be 0.6 above the threshold (Kumar, 2010). Items WE8, GO2, GO6, RM1, RM3, RP6, RP7, DV1, DV6, DV7 with loading lower than 0.6; delete items to ensure the acceptance level of factor analysis. After deleting all these items, the factor loading of other items is greater than 0.6, indicating that these items can be considered as appropriate and the reliability of the indicators has been achieved.

Communalities		
	Initial	Extraction
WE1	1.000	.672
WE2	1.000	.610
WE3	1.000	.685
WE4	1.000	.627
WE5	1.000	.667
WE6	1.000	.730
WE7	1.000	.683
WE8	1.000	.579
GO1	1.000	.675
GO2	1.000	.574
GO3	1.000	.624
GO4	1.000	.663
GO5	1.000	.714
GO6	1.000	.586
GO7	1.000	.707
GO8	1.000	.619
SR1	1.000	.691
SR2	1.000	.603
SR3	1.000	.742
SR4	1.000	.660
SR5	1.000	.636
SR6	1.000	.657
SR7	1.000	.665
SR8	1.000	.657
RM1	1.000	.560
RM2	1.000	.778
RM3	1.000	.584
RM4	1.000	.620
RM5	1.000	.638
RM6	1.000	.703
RM7	1.000	.690
RM8	1.000	.601
RP1	1.000	.683
RP2	1.000	.630
RP3	1.000	.627
RP4	1.000	.619
RP5	1.000	.696

RP6	1.000	.597
RP7	1.000	.532
RP8	1.000	.639
DV1	1.000	.587
DV2	1.000	.625
DV3	1.000	.711
DV4	1.000	.625
DV5	1.000	.605
DV6	1.000	.597
DV7	1.000	.580
DV8	1.000	.687
Extraction Method: Principal Component Analysis.		

Table 4.8 Factor loading

4.3.2 Preliminary test: Reliability test

Internal consistency can be evaluated by Cronbach's alpha analysis of data. As can be seen from table 4.9, Cronbach's alpha value is greater than 0.7, which indicates that all constructions are reliable, because all values are higher than the empirical rule of 0.7 (Hair et al., 2010). However, Cronbach's alpha was limited in its sensitivity to the number of items in the scale (Hair et al., 2011), so the composite reliability was tested. Hair et al. (2010) believe that this range shows a satisfactory level between 0.7 and 0.9, in which the reliability of each scale shows good internal consistency.

Reliability Statistics		
Variables	Cronbach's Alpha	N of Items
Working environment	.709	7
Growth opportunity	.786	6
Salary and reward	.724	8
Relationship with managers	.762	6
Relationship with peers	.830	6
Employee retention	.753	5

Table 4.9 Cronbach's Alpha

4.4 Hypothesis Analysis

After preliminary data analysis, the hypothesis can be tested. As Table 4.10 shows there are five hypotheses are proposed. The hypothesis was tested by multiple regression test and one-way ANOVA to evaluate the relationship between independent variables and dependent variables.

H1: There is a significant relationship between working environment and employee retention in mobile phone industry in Beijing, China.
H2: There is a significant relationship between growth opportunity and employee retention in mobile phone industry in Beijing, China.
H3: There is a significant relationship between salary and reward and employee retention in mobile phone industry in Beijing, China.
H4: There is a significant relationship between the relationship with managers and employee retention in mobile phone industry in Beijing, China.
H5: There is a significant relationship between the relationship with peers and employee retention in mobile phone industry in Beijing, China.

Table 4.10 Hypothesis

4.4.1 Hypothesis Testing for Direct Relationship

Based on Table 4.11, multiple regressions were carried out, reaching 0.616, and the correlation coefficient R was 0.785. This means that about 61.60% of employees' retention variance has been explained by the five independent variables used in this study. According to Pallant (2011), the remaining 39.40% of the changes can be explained by other factors that are not taken into account.

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.785 ^a	.616	.606	.29602	1.850
a. Predictors: (Constant), SR, GO, RM, WE, RP					
b. Dependent Variable: DV					

Table 4.11: Multiple Regression Model Summaries

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.765	5	5.753	65.652	.000 ^b
	Residual	17.964	205	.088		
	Total	46.729	210			
a. Dependent Variable: DV						
b. Predictors: (Constant), SR, GO, RM, WE, RP						

Table 4.12: Multiple Regressions ANOVA

Therefore, based on these findings, it can be assumed that the model in this study depicts the positive strong relationship between employee retention and the five independent variables used. In addition, Durbin-Watson values prove that variables are independent because 1.850 in the range from 1.5 to 2.5 (Alam, Sa. Sahabuddin and Akter, 2013) and implements the multiple collinearity hypothesis of variables. The analysis of variance (Table 4.12) showed that the regression model had significant difference at the level of 0.001 ($P = 0.000$).

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.216	.241		13.358	.000		
	WE	.350	.055	.308	6.363	.000	.801	1.249
	GO	.018	.044	.017	.398	.000	.979	1.021
	RM	.159	.036	.203	4.388	.000	.876	1.142
	SR	.893	.134	.424	6.681	.000	.465	2.152
	RP	-.205	.028	-.442	-7.304	.000	.513	1.951

a. Dependent Variable: DV

Table 4.13: Results from Multiple Regressions

Since the multiple regression hypotheses has been implemented, the above regression results are observed as shown in Table 4.13. Through the evaluation of the table, it can be seen that five factors, working environment, promotion opportunity, salary and reward, relationship with managers and relationship with peers ($P = 0.000$, significant at 0.001 level), are predictors factors of employee retention. In addition, the working environment is often the most important factor affecting employee retention in the mobile phone industry in Beijing, China; the highest standard coefficient is salary and reward 0.893, the coefficient of working environment is 0.350, the coefficient of relationship with managers is 0.159, the coefficient of growth opportunities is 0.018 has some positive effects on employee retention. In addition, the relationship with peers has no significant relationship with and employee retention. Because the beta value was negative, and the lower the beta value the lower relationship between variables was. Therefore, there is no multicollinearity relationship between salary and reward and the relationship with peers and employee retention (Pallant, 2011). Meanwhile, the variance inflation factor (VIF) of the relationship with

peers is 1.951, which is actually less than the threshold of 10. Therefore, there is no multicollinearity relationship between the relationship with peers and employee retention (Pallant, 2011).

Based on the findings the following equation can be formulated, where

$$y = 3.216 + 0.350X_1 + 0.018X_2 + 0.893X_3 + 0.159X_4 - 0.205X_5 + \varepsilon$$

y = Employee Retention in Manufacturing Industry in Shanghai, China

X₁ = Working environment

X₂ = Growth opportunity

X₃ = Salary and reward

X₄ = Relationship with managers

X₅ = Relationship with peers

ε = Error

4.5 Summary of Findings

The overall findings can be summarized as three out of five hypotheses accepted. As shown in table 4.14, only the relationship with peers (hypothesis 5) is rejected. It can be concluded that relationship with peers is not a predictor of employee retention in the mobile phone industry in Beijing, China. Working environment (hypothesis 1), promotion opportunity (hypothesis 2), salary and reward (hypothesis 3) and relationship with managers (hypothesis 4) are significantly positively correlated with employee retention in the mobile phone industry in Beijing, China. In addition, it can be seen from table 4.14 that in the mobile phone industry in Beijing, China, the significant relationship between the salary and reward (hypothesis 5) and employee retention is the highest

(coefficient = 0.893).

Hypotheses	Status
H1: There is a significant relationship between working environment and employee retention in mobile phone industry in Beijing, China.	Accepted
H2: There is a significant relationship between growth opportunity and employee retention in mobile phone industry in Beijing, China.	Accepted
H3: There is a significant relationship between salary and reward and employee retention in mobile phone industry in Beijing, China.	Accepted
H4: There is a significant relationship between the relationship with managers and employee retention in mobile phone industry in Beijing, China.	Accepted
H5: There is a significant relationship between the relationship with peers and employee retention in mobile phone industry in Beijing, China.	Rejected

Table 4.14: Hypotheses Analysis Summary

4.6 Conclusion

This chapter describes that after collecting the questionnaire data, SPSS is used to test the questionnaire data as well as whether the hypothesis of the relationship between independent variables and dependent variables is accepted. At the same time, demographic information of the respondents was analyzed. The results can be obtained through the analysis in this chapter.

CHAPTER 5 CONCLUSION and RECOMMENDATIONS

5.0 Overview

The fifth chapter is the conclusion of the fourth chapter and the whole research work. In addition, recommendations are proposed based on the research results. This chapter will also discuss the limitations of this study, future research priorities and self-reflection. Finally, the conclusion of this study is provided.

5.1 Findings and discussion

In order to explain the relationship between independent variables (work environment, growth opportunity, salary and reward, relationship with managers and relationship with peers) and dependent variables (employee retention), multivariate regression analysis was used to test the hypothesis results. The results of the hypothesis test are shown below.

Hypothesis 1: There is a significant relationship between working environment and employee retention in mobile phone industry in Beijing, China.

The results of the study show that hypothesis 1 is valid. Since the coefficient of working environment is 0.350, there is a significant relationship between working environment and employee retention. It state that working environment will influence retention in the mobile phone industry. The result is also consistent with the literature review in chapter 2, which also show that working environment

are important to retain employees in different industries (Coetzee and Stoltz, 2015; Reynolds,2014).Therefore, it shows that employees in the mobile phone industry believe that working environment is very important for them to continue to work in the company. That means the better working environment mobile phone industry workers have, the better chances of staying with the company.

Hypothesis 2: There is a significant relationship between growth opportunity and employee retention in mobile phone industry in Beijing, China.

The results of the study show that hypothesis 2 is valid. Since the coefficient of growth opportunities is 0.018, there is a significant relationship between growth opportunities and employee retention. It state that growth opportunities will influence retention in the mobile phone industry. The result is also consistent with the literature review in chapter 2, which also show that growth opportunities are important to retain employees in different industries.Therefore, it shows that employees in the mobile phone industry believe that career development and promotion are very important for them to continue to work in the company. That means the more growth opportunities mobile phone industry workers have, the better chances of staying with the company.

Hypothesis 3: There is a significant relationship between salary and reward and employee retention in mobile phone industry in Beijing, China.

The results of the study show that hypothesis 3 is valid. Since the highest standard coefficient is salary and reward 0.893, there is a highest significant relationship between salary and reward and employee retention. It state that

salary and reward will influence retention in the mobile phone industry. The result is also consistent with previous studies, Naeem et al., (2011) concluded that salary or salary factors lead to employee retention. Therefore, it shows that employees in the mobile phone industry believe that salary and reward are very important for them to continue to work in the company. That means the more salary and reward mobile phone industry workers have the better chances of staying with the company.

Hypothesis 4: There is a significant relationship between the relationship with managers and employee retention in mobile phone industry in Beijing, China.

The results of the study show that hypothesis 4 is valid. Since the coefficient of relationship with managers is 0.159, there is a significant relationship between relationship with managers and employee retention. It state that relationship with managers will influence retention in the mobile phone industry. The result is also consistent with the literature review in chapter 2, which also show that relationship with managers are important to retain employees in different industries (Coetzee and Stoltz, 2015; Reynolds,2014).Therefore, it shows that employees in the mobile phone industry believe that relationship with managers are very important for them to continue to work in the company. That means the better relationship with managers mobile phone industry workers have, the better chances of staying with the company.

Hypothesis 5: There is a significant relationship between the relationship with peers and employee retention in mobile phone industry in Beijing, China.

The hypothesis test showed that in the mobile phone industry in Beijing, China, there was no significant relationship between relationship with peers and employee retention, so the hypothesis was rejected. That means employees in Beijing don't see relationships with peers as an important factor in willingness to stay in company. Such results are obviously inconsistent with the literature review in chapter 2. However, it is also reasonable the phenomenon of hypothesis rejection occurs, because study has shown that only 2% of employees in IT industry choose to leave the company because of bad relationship with colleagues, which also shows that there is no significant relationship between relationship with peers and employee retention (Zhang, 2016).

5.2 Contributions

5.2.1 Contribution to the Academia

After reviewing the literature, the researcher found that most studies discussed the factors of employee retention and employee retention from a global perspective. However, English research on employee retention is very limited, both in Beijing and in China. Therefore, the results of this study have certain academic significance to fill the gap between the factors of English talent retention and employee retention in Beijing. In addition, the framework established in the study is of great significance for future studies or similar

studies of other researchers, which focus on employee retention or other retention factors of other employee groups or other different industries.

5.2.2 Contribution to industry

The results of the study are helpful to employers or managers in the human resources department of the mobile phone industry. Employers or managers can draw on some of the findings when implementing strategies that focus on retaining employees. For example, the study found that working environment, growth opportunities, salary and reward and the relationship with managers were positively correlated with employee retention. These findings support the Neog and Barua study (2015), which showed that these four factors were equally important to employee retention. As a result, mobile phone industry organizations can continue to improve work environments, growth opportunities, compensation, and relationship with managers to help retain employees.

5.3 Recommendations

The study has recognized that some factors do influence employee retention. Therefore, enterprises should improve according to these factors to pay attention to and retain employees. Based on the findings, some recommendations are put forward to alleviate the challenges faced by mobile phone industry organizations in Beijing in retaining employees.

Firstly, while improving the salary and reward of mobile phone enterprises, it is more important to provide a good working environment for talents to display their

talents, expand their fields of talents, and create jobs with high knowledge content matching those of high-level talents.

Secondly, guide employees to make career planning, design a dual-track path for promotion and development according to their positions and abilities, give core employees enough space for career development, and make them feel the future of their career path.

Thirdly, if the employer provides a fair and attractive salary and reward scheme, a high proportion of employees tend to stay in the organization compared with other organizations (Anis, et al., 2011). Therefore, the organization should establish a comprehensive salary and reward structure. In addition to salary and bonus, the main forms can also increase the core employee stock ownership, stock options, so that employees have a sense of belonging to the enterprise and stay in the company for a long time.

Fourthly, harmonious interpersonal relationship can make employees feel more satisfied with their work, greatly stimulate and mobilize the enthusiasm and enthusiasm of employees, and when these factors are unsatisfactory, it can also cause dissatisfaction of employees. It is mainly to deal with the relationship between employees and superior managers, so that employees can work in a relaxed and pleasant environment, and employees can work in the enterprise for a longer time.

Lastly, understand employees' opinions when recruiting employees, so as to meet employees' reasonable requirements on working environment, salary,

promotion opportunities and relationship with managers so as to retain employees. It is more meaningful to know employees' opinions in advance than to retain them for a longer time after they leave the company.

To sum up, China's mobile phone industry is booming, so keeping employees' jobs is very important in today's business. Achieve organizational goals while increasing productivity.

5.4 Future Research

Some improvements can be made in future studies. As mentioned in the limitations of the first chapter of this study, there is insufficient research on employee retention in the mobile phone industry and different influencing factors for employee retention.

Future research should be carried out among a larger target population, expanding the target sites to a wider area, rather than focusing solely on Beijing. The questionnaires should be distributed to more mobile phone industry workers in other regions of China to study the retention behaviors of employees in the mobile phone industry in the whole region of China. This will help future studies to obtain more accurate results. In addition, future researchers will be able to analyze employee retention in other industries never studied before.

In addition, in the aspect of questionnaire design, future research can be further improved. For example, future research can understand employees' behaviors through interviews with interviewees rather than questionnaires. Through

interviews with interviewees, employees in the mobile phone industry can be better understood, and other factors may influence their employee retention behavior.

There are five independent variables in this study, but two of them can be combined into a class of independent variables, which we hope to avoid in future studies.

5.5 Personal Reflection

It is difficult for researcher to complete this project, because researcher has not done similar research before.

First of all, through this project, researcher learned business research theories and how to read business research books. By reading books on business research, researcher learns how to apply this knowledge to research. Reading a large amount of literature is also a difficult job, because it is not easy to find research related to researchers' research.

At the same time, during this research, researcher also improved my primary data collection skills. It was a fantastic experience, and researcher was involved in a study of this magnitude, involving primary analysis and data collection. In addition, researcher also learned to ask for the consent of respondents in a proper way to make respondents more willing to fill in the questionnaire. Researcher realized that it was important to send respondents the questionnaire at the right time and ask respondents to do it in a polite way. This is a challenging

task, because many employees are so busy that respondents will ignore and refuse to complete the questionnaire. Therefore, how to obtain effective information through questionnaires is very important.

In addition, researcher has learned to manage research time by scheduling ahead of time. When doing this project, researcher realized that time management is very important, so as to make a high-quality project. The research process requires extensive preparation and planning for each stage of the study and each stage of the study requires communication with the supervisor to improve the researcher's project. Therefore, it is also important to match the time with the supervisor, which requires more reasonable allocation of time. Researcher should make a schedule based on what they should accomplish each day.

Finally, this project enables researcher to better understand how to use the statistical tool SPSS and how to use SPSS to analyze the collected data.

5.6 Conclusion

This is the last chapter of this research; this chapter starts with the main research results and puts forward the necessary recommendations according to the main research results. Then the future research direction and contribution are mainly introduced. This chapter concludes with a personal reflection that highlights the motivation for this research.

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Appendix A. Literature Review Rubric

Author's SURNAME(s) & Year	Journal	Results of the study	DV		IV	
			T h e s i s	A n e s i s	T h e s i s	A n e s i s
Dessler (2013)	HRM	For a company, employee retention is essential because the procedure and cost of hiring new employees is more complex and expensive than to retain existing employees (Dessler, 2013).	x			
Sinha, C., & Sinha, R. (2012)	EJBA	1.Around the world, for each enterprise one of the main challenges the enterprise faced is employee retention (Sinha and Sinha, 2012).2.Sinha and Sinha (2012) identified that more and more enterprises are aware of the need to hire and retain high-quality employees, especially senior managers, in the future who will shape enterprise.3.Sinha and Sinha (2012) argued that enterprise interests and competitive compensation systems improve employees to be loyal to the duties and maintain high retention levels by meeting enterprise objectives.	x			
Asif, H. K., Rehman, K. U, Rehman, I. U., Safwan, N., & Ahmad, A. (2012)		1.The researchers, including Asif, Rehman and Rehman (2012), underlined that in Pakistan the importance of retain the valuable employees in the public sector because of the better performance, mainly in the service industry. 2.The conclusion is that in order to maintain the competitiveness of the organization, the retention of employees has become crucial; therefore, in a commercial environment it is significate to discover the deciding factor of employee retention (Asif et. al., 2012).	x			

Armstrong, M., & Taylor, S. (2014)	KPP	1. In order to encourage employees to accept the current organization voluntarily, employee retention can create and promote the environment for policy and practice that to meet the different needs of employees (Armstrong and Taylor, 2014).	x			
Liu, Y.J. (2015)	ERM	1. In the article of Liu (2015) puts forward the countermeasures of employee retention: to improve the corresponding incentive mechanism, to continue to improve the enthusiasm of the staff, to keep the promotion channel unimpeded, to ensure the employees to realize self-development, to implement the enterprise cultural support, and to maintain the development of the staff. 2. Excellent enterprise managers should communicate with employees in depth; fully respect the opinions and suggestions of employees, therefore managers and employees are not only the upper and lower levels of relations; employees are willing to follow the managers, not to leave easily, and maintain certain loyalty this will influence the retention of employees (Liu, 2015).			x	
Liu, L. (2012)	JCE	1. Study has shown that there are many factors that influence the turnover of employees in catering enterprises, including four aspects: enterprise factors, personal factors, social factors and work factors (Liu, 2012). 2. In view of the problem of employee turnover in catering enterprises, not only can take the relevant countermeasures from these four factors, but also integrate the possible solutions of these four factors according to the actual operating conditions of the enterprises, and take centralized treatment and systematic way to promote the effective solution of the problem of employee turnover (Liu, 2012). 3. Many researchers had carried out the research about employee retention. The significant factors influencing on employee retention has been discussed earlier. Furthermore, had research had carried out about employee retention in catering industry (Liu, 2012).	x			
Zeng, S.M. (2012)	JSJTU	The study of Zeng (2012) analyzed the causes of the loss of core employees, summed up the internal and external factors that led to the loss of core employees, and then proposed a public demand system to	x			

		construct the retention mechanism of core employees and take effective measures.				
Wang, R.F. (2013)	JMS	1. Salary and reward, it is the basic factor of employee retention, which directly relates to the economic interests of employees, and the performance of employees is linked to the profits of enterprises (Wang, 2013).2.How to retain and retain the heart of employee is another difficult problem faced by the catering enterprises in the new era of economy, to solve this problem effectively is a key factor to improve the competitive ability of the catering enterprises, which is of great significance (Wang, 2013).			x	
Salunke, G. (2015)	AIMRJR MT	1.Working environment refers to the provision of a good and safe place to work, while employees feel more easeful and self-confident in a safe working environment, when employers take measures to implement effective safety plans, the rate of employee absenteeism also decreases, productivity has been raised and profit margins have risen (Salunke, 2015)2.The working environment also includes a healthy business culture, and human resources play a significant role in the enterprise to look after employees and meet the needs of employees so as to work harder and happily to improve the productivity and development of the whole enterprise (Salunke, 2015).			x	
Nouri, H. and Parker, R.J. (2013)	TBAR	1.In different situations with before, opportunities for growth and development in the workplace can help employees increase the confidence in learning knowledge, skills and abilities (Nouri and Parker, 2013)			x	

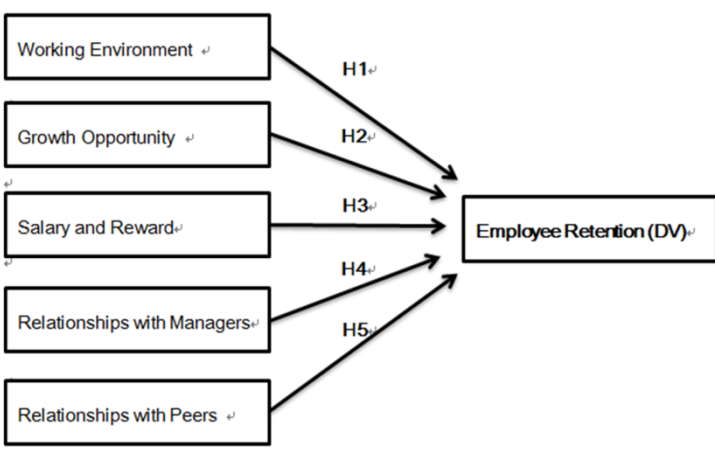
Appendix B. Initial Research Paper Proposal

Student Name & ID No.	Liu Yinan (I17014046)
Broad Area	Human Resources Management

Concise Title	Employee retention in the mobile phone industry in Beijing, China
Problem Statement	<p>The mobile phone industry, as the electronic information industry is the leading industry in the development of the science park among the 293,000 employees in the park and 158,000 people are engaged in the electronic information industry; accounting for 53.9% of the total, the total turnover rate and active resignation rate of electronic information enterprises are the highest reaching over 40%, it is far higher than Silicon Valley 30% (Kong and Bian, 2014).</p> <p>Based on the above information and the research about employee retention in mobile phone industry in Beijing, China is not enough, and the study about influence factors on employee retention also limited.</p>
Research Objectives	<p>General Objective</p> <p>The broad objective of this research is to explain the relationship between factors and employee retention in mobile phone industry in Beijing, China.</p> <p>Specific objectives</p> <p>RO1: To identify whether working environment influence employee retention in mobile phone industry in Beijing, China.</p> <p>RO2: To confirm whether growth opportunity influence employee retention in mobile phone industry in Beijing, China.</p> <p>RO3: To identify whether salary and reward influence employee retention in mobile phone industry in Beijing, China.</p> <p>RO4: To explain whether the relationship with managers influence employee retention in mobile phone industry in Beijing, China.</p> <p>RO5: To determine whether the relationship with peers influence employee retention in mobile phone industry in</p>

	Beijing, China.
Scope of Study	<p>This study will focus on the employees of the smart phone industry in Beijing, China, regardless of the size of the company. Quantitative methods have been adopted, and the literature review has been applied from various scholars' existing research. Then, we use the social science analysis tool statistical software package (SPSS) to analyze the data of the respondents, and find out whether the results of the survey have been well answered, thus helping to achieve the research goals. The standard of the sample framework of the study is explained below:</p> <p>Research participants: current employees with active employment Workplace: Mobile phone industry Geographical area: Beijing, China</p>
Significance of the Research	<p>Significance to academic</p> <p>The study included a survey of the relationship between corporate factors and employee retention in the current organization, the findings and results of this study will assist employers to improve the effectiveness of human resource management functions and implement better strategies related to employee retention; Khaled and Kenneth (2013) also support their research as equally important.</p> <p>At the same time, this research will help and guide future research of the next generation of researchers. Through this study, employers will notice the influence of factors on employee retention.</p> <p>Significance to industry</p> <p>If a smartphone company can solve some problems related to employee retention by understanding these factors, it shows the significance of this research. However, in Beijing, China, there is still a shortage of research on the retention of employees in the mobile phone industry, even though have some researches about employee retention (Bian, 2012)</p> <p>The findings of this study will increase knowledge of factors that affect employee retention, because very few relevant English studies are conducted in the mobile</p>

	<p>phone industry in Beijing. Therefore, it is a worthwhile research topic to provide meaningful academic research results to make up for the research on the retention of employees in the mobile phone industry.</p>
Literature Review	<p>The Concept of Employee Retention Employee retention is essential because the procedure and cost of hiring new employees is more complex and expensive than to retain existing employees (Dessler, 2013).</p> <p>Working environment Employer investing in a good safety working environment will bring other benefits for employee as well, when employees think can work in a safe office the employee retention in the workplace is rise; employee can pay attention to providing appropriate services to customers (Angeline, 2017).</p> <p>Growth opportunity It is very significant for employee to participate; the reason is employees willing stay in the enterprise if promotion opportunities can reach the desired career promotion of employee (Kulpa, 2015).</p> <p>Salary and reward Salary and reward, it is the basic factor of employee retention, which directly relates to the economic interests of employees, and the performance of employees is linked to the profits of enterprises (Wang, 2013).</p> <p>Relationship with managers The harmonious relationship between managers and employees is a kind of intangible wealth; managers must make employees visible and tangible, so as to consolidate the resultant force of enterprises (Tu, 2016).</p> <p>Relationship with peers Relationship with peers is significant for human resource experts, because it is responsible for the organization of an important area that should be known and considered in the formulation or implementation of human resources policies and procedures (Olteanu and Munteanu, 2017).</p>

	<p>Factors influencing Employee Retention (IV)</p>  <pre> graph LR A[Working Environment] -- H1 --> E[Employee Retention (DV)] B[Growth Opportunity] -- H2 --> E C[Salary and Reward] -- H3 --> E D[Relationships with Managers] -- H4 --> E E[Relationships with Peers] -- H5 --> E </pre> <p>Based on the framework the hypotheses are following:</p> <p>H1: There is a significant relationship between working environment and employee retention in mobile phone industry in Beijing, China.</p> <p>H2: There is a significant relationship between growth opportunity and employee retention in mobile phone industry in Beijing, China.</p> <p>H3: There is a significant relationship between salary and reward and employee retention in mobile phone industry in Beijing, China.</p> <p>H4: There is a significant relationship between the relationship with managers and employee retention in mobile phone industry in Beijing, China.</p> <p>H5: There is a significant relationship between the relationship with peers and employee retention in mobile phone industry in Beijing, China.</p>
Research Methodology	<p>Purpose of Study: Descriptive research</p> <p>Type of Investigation: Quantitative correlation design</p> <p>Extent of researcher interference: Minimal</p> <p>Time Horizon: Cross-sectional</p> <p>Target Population: Workers in mobile industry (Beijing, China)</p> <p>Sample Size: 320</p> <p>Sampling Procedure: Non-probability convenience sampling</p> <p>Data Collection: Online questionnaire</p>

Section B (Factors influencing Employee Retention)

Please tick “√” the following.

Rate each statement using 5-point Likert Scale

[1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree]

Working environment

No.	Items	1	2	3	4	5
1.	The physical working conditions of my firm are very good.					
2.	The company's security system is good.					
3.	The working environment of my firm is very comfortable.					
4.	I am satisfied with my working time offered.					
5.	I am satisfied with my holiday offered.					
6.	The company is always utilizing new technologies to work.					
7.	The company is always moving toward to improve ways of doing things.					
8.	The method of work measurement is reasonable in my firm.					

Growth Opportunities

No.	Items	1	2	3	4	5
1.	The company is providing adequate training and development.					
2.	The company provides more opportunities for the employee to grow the career development.					
3.	The company provides opportunity for employees to work with up-to-date technologies.					
4.	The company gives a real opportunity to improve employees' skills.					
5.	The company provides its employees with learning opportunities for promotion.					
6.	The company provides equal promotion opportunity to employees.					
7.	My present job has aided my growth in my career.					
8.	My present job will lead to future attainment of my career goals.					

Salary and Reward

No.	Items	1	2	3	4	5
1.	A "fair" salary based on performance and effort will help to retain me in a company.					
2.	I am recognized with appropriate rewards from the audit firm on the service and effort that I have provided.					
3.	My pay is closely tied to my individual performance.					
4.	I am always concerned and constantly looking for the best individual benefits applied to auditors.					
5.	I want to be able to negotiate my remuneration package with an organization.					
6.	Attractive incentives will help me to retain in a company.					
7.	Overall, I would work in other firm which offers better compensation and benefits package.					
8.	I think my current salary is comparable to the standard income in this industry.					

Relationship with managers

No.	Items	1	2	3	4	5
1.	The company provides opportunity for independent thought and action in my current working position.					
2.	The company involves me in the decision making process when appropriate.					
3.	The company gives me helpful feedback about my performance.					
4.	The company provides me with the appropriate amount of guidance.					
5.	The company shows approval when I succeed.					
6.	The company is available when I need.					
7.	The company watches my work more closely than that of others with similar experience.					
8.	The company is willing to share new information with employees.					

Relationship with peers

No.	Items	1	2	3	4	5
1.	My peers value and seriously consider my opinion in team work.					
2.	My peers involve me in the decision making process when appropriate.					
3.	My peers give me helpful feedback about my performance.					
4.	My peers provide me with the appropriate amount of guidance.					
5.	My peers show approval when I succeed.					
6.	My peers are available when I need him/her.					
7.	I am happy to work with my peers.					
8.	I get along well with my peers.					


Section C (Employee Retention)

Please tick “√” the following.

Rate each statement using 5-point Likert Scale [1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree]

Employee Retention

No.	Items	1	2	3	4	5
1.	I am unlikely to look for different organization to work in in the short term.					
2.	I do not intend to quit my job within the next year/short term.					
3.	Barring unforeseen circumstances, I intend to stay with my current firm.					
4.	I seldom think about quitting my job.					
5.	Working in current company I feel stressful.					
6.	It would be difficult for me to leave this organization.					
7.	Overall, I am likely to continue to provide service in the audit firm that I am working in for a long term.					
8.	I hope to have a long future with this company.					

Thank you 

Appendix D. SPSS Output

Table 4.1: Factor Analysis

Communalities		
	Initial	Extraction
WE1	1.000	.824
WE2	1.000	.943
WE3	1.000	.802
WE4	1.000	.869
WE5	1.000	.860
WE6	1.000	.937
WE7	1.000	.917
WE8	1.000	.831
GO1	1.000	.875
GO2	1.000	.880
GO3	1.000	.866
GO4	1.000	.816
GO5	1.000	.871
GO6	1.000	.903
GO7	1.000	.924
GO8	1.000	.909
SR1	1.000	.911
SR2	1.000	.916
SR3	1.000	.855
SR4	1.000	.922
SR5	1.000	.887
SR6	1.000	.905
SR7	1.000	.834
SR8	1.000	.928
RM1	1.000	.922
RM2	1.000	.918
RM3	1.000	.894
RM4	1.000	.742
RM5	1.000	.834
RM6	1.000	.844
RM7	1.000	.865
RM8	1.000	.881
RP1	1.000	.914
RP2	1.000	.851
RP3	1.000	.891
RP4	1.000	.903
RP5	1.000	.894
RP6	1.000	.851
RP7	1.000	.921
RP8	1.000	.859
DV1	1.000	.887
DV2	1.000	.837
DV3	1.000	.877
DV4	1.000	.957
DV5	1.000	.922
DV6	1.000	.916
DV7	1.000	.872
DV8	1.000	.877

Extraction Method: Principal Component Analysis.

Table 4.8 Factor loading

Communalities		
	Initial	Extraction
WE1	1.000	.672
WE2	1.000	.610
WE3	1.000	.685
WE4	1.000	.627
WE5	1.000	.667
WE6	1.000	.730
WE7	1.000	.683
WE8	1.000	.579
GO1	1.000	.675
GO2	1.000	.574
GO3	1.000	.624
GO4	1.000	.663
GO5	1.000	.714
GO6	1.000	.586
GO7	1.000	.707
GO8	1.000	.619
SR1	1.000	.691
SR2	1.000	.603
SR3	1.000	.742
SR4	1.000	.660
SR5	1.000	.636
SR6	1.000	.657
SR7	1.000	.665
SR8	1.000	.657
RM1	1.000	.560
RM2	1.000	.778
RM3	1.000	.584
RM4	1.000	.620
RM5	1.000	.638
RM6	1.000	.703
RM7	1.000	.690
RM8	1.000	.601
RP1	1.000	.683
RP2	1.000	.630
RP3	1.000	.627
RP4	1.000	.619
RP5	1.000	.696
RP6	1.000	.597
RP7	1.000	.532
RP8	1.000	.639
DV1	1.000	.587
DV2	1.000	.625
DV3	1.000	.711
DV4	1.000	.625
DV5	1.000	.605
DV6	1.000	.597
DV7	1.000	.580
DV8	1.000	.687

Extraction Method: Principal Component Analysis.

Table 4.2: Reliability Analysis

Reliability Statistics		
Variables	Cronbach's Alpha	N of Items
Working environment	.921	8
Growth opportunity	.930	8
Salary and reward	.877	8
Relationship with managers	.873	8
Relationship with peers	.926	8
Employee retention	.885	8

Table 4.7 KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.663
Bartlett's Test of Sphericity	Approx. Chi-Square	299.698
	df	28
	Sig.	.000

Table 4.9 Cronbach's Alpha

Reliability Statistics		
Variables	Cronbach's Alpha	N of Items
Working environment	.709	7
Growth opportunity	.786	6
Salary and reward	.724	8
Relationship with managers	.762	6
Relationship with peers	.830	6
Employee retention	.753	5

Table 4.11: Multiple Regression Model Summaries

Model Summary ^a					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.785 [*]	.616	.606	.29602	1.850

a. Predictors: (Constant), SR, GO, RM, WE, RP
b. Dependent Variable: DV

Table 4.12: Multiple Regressions ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.765	5	5.753	65.652	.000 ^b
	Residual	17.964	205	.088		
	Total	46.729	210			

a. Dependent Variable: DV
b. Predictors: (Constant), SR, GO, RM, WE, RP

Table 4.13: Results from Multiple Regressions

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.216	.241		13.358	.000		
	WE	.350	.055	.308	6.363	.000	.801	1.249
	GO	.018	.044	.017	.398	.000	.979	1.021
	RM	.159	.036	.203	4.388	.000	.876	1.142
	SR	.893	.134	.424	6.681	.000	.465	2.152
	RP	-.205	.028	-.442	-7.304	.000	.513	1.951

a. Dependent Variable: DV

Appendix E. Presentation slides



A presentation slide with a dark blue background and a light blue geometric pattern. At the top center is a white icon of a graduation cap inside a circle. Below the icon, the text "MASTER PROPOSAL DEFENSE" is written in bold, dark blue, uppercase letters. Underneath, the title "TITLE: Employee retention in the mobile phone industry in Beijing, China" is displayed in a smaller, dark blue font. A dark blue rounded rectangle contains the following text in white: "Name: Liu Yinan", "ID No: I17014046", and "Supervisor: Umi Kalsom". At the bottom right, the INTI logo (a red asterisk) is followed by the text "INTI International University & Colleges" in dark blue.



MASTER PROPOSAL DEFENSE

TITLE: Employee retention in the mobile phone industry in Beijing, China

Name: Liu Yinan
ID No: I17014046
Supervisor: Umi Kalsom

 **INTI** International University & Colleges



A presentation slide with a dark blue background and a light blue geometric pattern. At the top left is a white icon of a graduation cap inside a circle, followed by the word "Agenda" in a large, dark blue font. Below this is a list of ten items, each preceded by a red bullet point. At the bottom right, the INTI logo (a red asterisk) is followed by the text "INTI International University & Colleges" in dark blue.

Agenda

- Introduction
- Problem Statement
- Research Questions and Objectives
- Significance of Study
- Literature Review
- Gaps Identified
- Theoretical Framework
- Research Methodology
- Research Findings
- Conclusion and recommendation
- Q & A

 **INTI** International University & Colleges

Introduction

- One of the most difficult problems is retaining the high potential employees of the company (Bakar, Mohamad and Sharmeela-Banu, 2015). However, in this regard, today's organizations are facing the problem of employee turnover and how to retain employees, which is one of the most persistent problems (Vnoučková and Klupáková, 2013). Bakar et. al. (2013) also confirmed that at present, it is difficult to retain the talented employees in enterprise the reason is there are many potential better work opportunity for talented people.

Problem Statement

- The mobile phone industry, as the electronic information industry is the leading industry in the development of the science park among the 293,000 employees in the park and 158,000 people are engaged in the electronic information industry; accounting for 53.9% of the total, the total turnover rate and active resignation rate of electronic information enterprises are the highest reaching over 40%, it is far higher than Silicon Valley 30% (Kong and Bian, 2014).
- Based on the above information and the research about employee retention in mobile phone industry in Beijing, China is not enough, and the study about influence factors on employee retention also limited.

Research Objectives

General Objective

The broad objective of this research is to explain the relationship between factors and employee retention in mobile phone industry in Beijing, China.

Specific objectives

RO1: To identify whether working environment influence employee retention in mobile phone industry in Beijing, China.

RO2: To confirm whether growth opportunity influence employee retention in mobile phone industry in Beijing, China.

RO3: To identify whether salary and reward influence employee retention in mobile phone industry in Beijing, China.

RO4: To explain whether the relationship with managers influence employee retention in mobile phone industry in Beijing, China.

RO5: To determine whether the relationship with peers influence employee retention in mobile phone industry in Beijing, China.

Research Questions

RQ1: What is the relationship between working environment and employee retention in mobile phone industry in Beijing, China?

RQ2: What is the relationship between growth opportunity and employee retention in mobile phone industry in Beijing, China?

RQ3: What is the relationship between salary and reward and employee retention in mobile phone industry in Beijing, China?

RQ4: What is the relationship between relationship with managers and employee retention in mobile phone industry in Beijing, China?

RQ5: What is the relationship between relationship with peers and employee retention in mobile phone industry in Beijing, China?

Literature Review

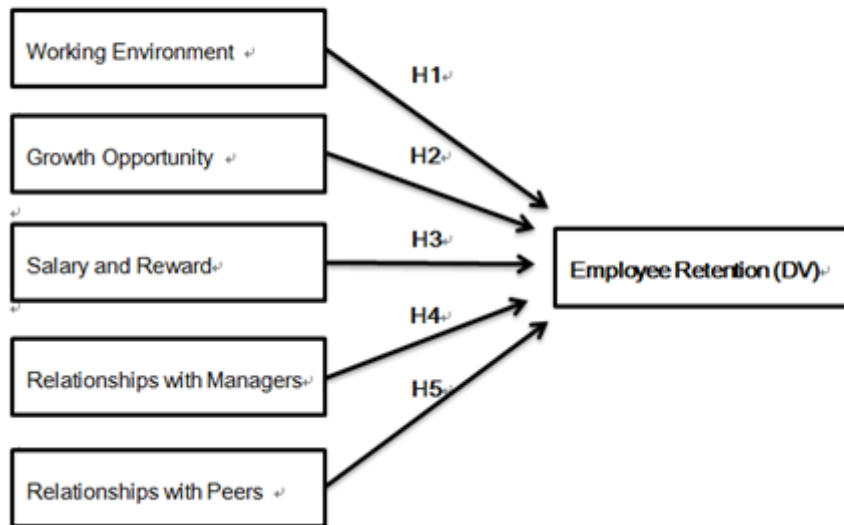
Author's SURNAME(s) & Year	Journal	Results of the study	DV		IV	
			Thesis	Anti-Thesis	Thesis	Anti-Thesis
Dessler (2013)	HRM	Employee retention is essential because the procedure and cost of hiring new employees is more complex and expensive than to retain existing employees (Dessler, 2013).	x			
Michael, Ponce and Chacko, (2016)	EJBA	Employee retention is a significant challenge for today's enterprise, especially the retention of excellent employees in the enterprises (Michael, Ponce and Chacko, 2016)	x			
Olteanu, C. & Munteanu, A. (2017)	RJM	Relationship with peers is significant for human resource experts, because it is responsible for the organization of an important area that should be known and considered in the formulation or implementation of human resources policies and procedures (Olteanu and Munteanu, 2017).			x	
Angeline, T. (2017)	AJFS	Employer investing in a good safety working environment will bring other benefits for employee as well, when employees think can work in a safe office the employee retention in the workplace is rise; employee can pay attention to providing appropriate services to customers (Angeline, 2017).			x	
Kulpa, J. (2015)	JBV	It is very significant for employee to participate; the reason is employees willing stay in the enterprise if promotion opportunities can reach the desired career promotion of employee (Kulpa, 2015)			x	

Gaps of Study

- There is an academic gap there are studies on the topic of employee retention Kong and Bian (2014); Zhang, Fu and Yuan (2014), but the **influencing factors** in each study are different, such as work-life balance, enterprise culture and Job satisfaction, etc.
- There are studies about employee retention in other industry: catering industry, Huang, (2013); Liu (2012); but there are limited studies about the topic employee retention **in mobile industry**.
- There are many researches' study about the topic employee retention Liu, (2012); Kong and Bian (2014); Zhu (2015) in China in Chinese but there is a lack of literature about employee retention in **English** language, in China.

Conceptual Framework

Factors influencing Employee Retention (IV)



Hypotheses

Based on the framework the hypotheses are following:

H1: There is a significant relationship between working environment and employee retention in mobile phone industry in Beijing, China.

H2: There is a significant relationship between growth opportunity and employee retention in mobile phone industry in Beijing, China.

H3: There is a significant relationship between salary and reward and employee retention in mobile phone industry in Beijing, China.

H4: There is a significant relationship between the relationship with managers and employee retention in mobile phone industry in Beijing, China.

H5: There is a significant relationship between the relationship with peers and employee retention in mobile phone industry in Beijing, China.

Research Methodology

	Details	Citations
Purpose of Study	Descriptive research	Cooper and Schindler (2014)
Type of Investigation	Quantitative correlation design	Kumar (2010)
Extent of researcher interference	Minimal	Cooper and Schindler (2014)
Study Setting	Non-contrived	Sekaran and Bougie (2016)
Time Horizon	Cross-sectional	Sekaran and Bougie (2016)
Target Population	Workers in mobile industry (Beijing, China)	Kong and Bian (2014), MI company(2018)
Sample size	320	Hair et al.(2008), Cohen(1992)
Sampling Procedure	Non-probability convenience sampling	Cooper and Schindler (2014)
Data collection	Online Questionnaire	Zikmund et. al. (2013)

Data Analysis Techniques and Tools

Tests	Function	Rule of thumb	Citations
Factor Analysis (Pilot & Preliminary after full data collection)	Factor analysis is a technique to identify the number of reduced factors statistically from a large number of measured variables. The KMO Bartlett's Sphericity test, the purpose is to determine whether the collected data and the projects within the structure are related and suitable for further analysis.	Loadings>0.6 (Hair et al, 2014)	Zikmund et. al. (2013)
Reliability Test	Reliability test is assessing the internal consistency, stability and potential measurement errors of the measurement.	Cronbach.Alpha value over 0.7	Sekaran and Bougie (2016)
Hypotheses testing	Simple multiple regression Multiple regression analysis is an extension of simple regression analysis, allowing multiple independent variables to predict measurement dependent variables. One-way ANOVA One way analysis of variance is an appropriate statistical tool to examine the influence of independent variables on at-least interval related dependent variables.	R^2 close to 1 can be explained by the regression model, R^2 is close to 0 cannot be explained. $P >= 0.05$ (95% confidence level) Beta Coefficient : the higher the stronger relationship, the lower the lower relationship.	Sekaran and Bougie (2016) Cooper and Schindler (2014)

Summary of Proposed Questionnaire Items adaptation from previous studies

	Items	No. of items	Reference
1.	Demography	5	Milman (2003); Hooi (2007)
2. Dependent Variable	Employee retention	8	Kalbers and Cenker (2007); Nouri and Parker (2013); Khoo (2014)
3. Independent Variables	Working Environment	8	Gruman & Saks (2011); Ng, Lam, Kampar, Ramendran, Kadiresan (2012)
	Growth opportunity	8	Bigliardi, Petroni, and Dormio (2005); Hooi (2007);
	Salary and reward	8	Luscombe, Lewis and Biggs (2012); Khoo (2014); George (2015);
	Relationship with manager	8	Hooi (2007); Moyes, Cortes and Lin (2007);
	Relationship with peers	8	Wu et al. (2013)

Research Findings

Since all indexes in this study show loading value greater than 0.6, they are suitable for further analysis.

Cronbach's alpha values were greater than 0.7, indicating that the constructs in this study had high internal consistency.

Table 4.1: Factor Analysis

	Communalities	
	Initial	Extraction
WE1	1.000	.824
WE2	1.000	.943
WE3	1.000	.802
WE4	1.000	.869
WE5	1.000	.860
WE6	1.000	.937
WE7	1.000	.917
WE8	1.000	.831
GO1	1.000	.875
GO2	1.000	.880
GO3	1.000	.866
GO4	1.000	.816
GO5	1.000	.871
GO6	1.000	.903
GO7	1.000	.924
GO8	1.000	.909
SR1	1.000	.911
SR2	1.000	.916
SR3	1.000	.855
SR4	1.000	.922
SR5	1.000	.887
SR6	1.000	.905
SR7	1.000	.834
SR8	1.000	.928

RM1	1.000	.922
RM2	1.000	.918
RM3	1.000	.894
RM4	1.000	.742
RM5	1.000	.834
RM6	1.000	.844
RM7	1.000	.865
RM8	1.000	.881
RP1	1.000	.914
RP2	1.000	.851
RP3	1.000	.891
RP4	1.000	.903
RP5	1.000	.894
RP6	1.000	.851
RP7	1.000	.921
RPS	1.000	.859
DV1	1.000	.887
DV2	1.000	.837
DV3	1.000	.877
DV4	1.000	.957
DV5	1.000	.922
DV6	1.000	.916
DV7	1.000	.872
DV8	1.000	.877

Extraction Method: Principal Component Analysis.

Table 4.2: Reliability Analysis

Reliability Statistics		
Variables	Cronbach's Alpha	N of Items
Working environment	.921	8
Growth opportunity	.930	8
Salary and reward	.877	8
Relationship with managers	.873	8
Relationship with peers	.926	8
Employee retention	.885	8

Table 4.10: Multiple Regression Model Summaries

Model Summary ^a					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.785 ^a	.616	.606	.29602	1.850

a. Predictors: (Constant), SR, GO, RM, WE, RP
b. Dependent Variable: DV

Table 4.12: Multiple Regressions ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.765	5	5.753	65.652	.000 ^b
	Residual	17.964	205	.088		
	Total	46.729	210			

a. Dependent Variable: DV
b. Predictors: (Constant), SR, GO, RM, WE, RP

Durbin-Watson values prove that variables are independent because 1.850 in the range from 1.5 to 2.5 (Alam, Sa. Sahabuddin and Akter, 2013) and implements the multiple collinearity hypothesis of variables. The analysis of variance (Table 4.12) showed that the regression model had significant difference at the level of 0.001 ($P = 0.000$).

Table 4.13: Results from Multiple Regressions

Model	Coefficients ^a						Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.		Tolerance	VIF
	B	Std. Error	Beta					
1	(Constant)	3.216	.241		13.358	.000		
	WE	.350	.055	.308	6.363	.000	.801	1.249
	GO	.018	.044	.017	.398	.000	.979	1.021
	RM	.159	.036	.203	4.388	.000	.876	1.142
	SR	.893	.134	.424	6.681	.000	.465	2.152
	RP	-.205	.028	-.442	-7.304	.000	.513	1.951

a. Dependent Variable: DV

Relationship with peers have no significant relationship with and employee retention. Meanwhile, the variance inflation factor (VIF) of relationship with peers is 1.951, which is actually less than the threshold of 10. Therefore, there is no multicollinearity relationship between the relationship with peers and employee retention (Pallant, 2011).

Table 4.14: Hypotheses Analysis Summary

Hypotheses	Status
Hypothesis 1: There is a significant relationship between working environment and employee retention in mobile phone industry in Beijing, China.	Accepted
Hypothesis 2: There is a significant relationship between growth opportunity and employee retention in mobile phone industry in Beijing, China.	Accepted
Hypothesis 3: There is a significant relationship between salary and reward and employee retention in mobile phone industry in Beijing, China.	Accepted
Hypothesis 4: There is a significant relationship between the relationship with managers and employee retention in mobile phone industry in Beijing, China.	Accepted
Hypothesis 5: There is a significant relationship between the relationship with peers and employee retention in mobile phone industry in Beijing, China.	Rejected

As shown in table 4.14, only relationship with managers (hypothesis 5) is rejected. It can be concluded that salary is not a predictor of employee retention in the mobile phone industry in Beijing, China.

Conclusions

The phenomenon of hypothesis rejection is also reasonable, because studies have shown that only 2% of employees in IT industry choose to leave because of bad relationship with colleagues, which also shows that there is no important relationship between colleague relationship and employee retention (Zhang, 2016).

Working environment has the highest significant relationship with employee retention in the mobile phone industry in Beijing, China.

Growth opportunity, salary and reward, relationship with managers has significant relationship with employee retention in the mobile phone industry in Beijing, China.

Relationship with peers has no significant relationship with employee retention in the mobile phone industry in Beijing, China.

Recommendations

Working environment. Provide a good working environment for talents to display their talents, expand their fields of talents, and create jobs with high knowledge content matching those of high-level talents.

Growth opportunity. Guide employees to make career planning, design a dual-track path for promotion and development according to their positions and abilities, give core employees enough space for career development, and make them feel the future of their career path.

Salary and reward. In addition to salary and bonus, the main forms can also increase the core employee stock ownership, stock options, so that employees have a sense of belonging to the enterprise and stay in the company.

Understand employees' opinions when recruiting employees, so as to meet employees' reasonable requirements on working environment, salary, promotion opportunities and relationship with managers so as to retain employees.

Appendix F. MBA Project LogAPPENDIX I**PROJECT PAPER LOG**

This is an important document, which is to be handed in with your dissertation. This log will be taken into consideration when awarding the final mark for the dissertation.

Student Name:	Liu Yinan
Supervisor's Name:	Umi Kalsom Kassim
Dissertation Topic: Employee Retention in mobile phone industry in Beijing, China.	

SECTION A. MONITORING STUDENT DISSERTATION PROCESS


The plan below is to be agreed between the student & supervisor and will be monitored against progress made at each session.

Activity	Milestone/Deliverable Date							
	03-07 Sept	10-14 Sept	17-28 Sept	01-16 Oct	29-12 Nov	05-23 Nov	26-30 Nov	03-14 Dec
Submit the IRPP	Done							
Finalize the Research topic		Done						
Send the questionnaire		Done						
Chapter 1			Done					
Chapter 2			Completed					
Chapter 3								
Proposal Defense				Done				
Data collection					Completed			
Chap 4-5 draft version							Done	
Chap 1-5 draft version							Done	
Final project presentation							Done	
Final submission								Done


SECTION C. RECORD OF MEETINGS

The expectation is that students will meet their supervisors up to seven times and these meetings should be recorded.


Meeting 1

Date of Meeting	9th August 2018
Progress Made	Make sure the study topic
Agreed Action	Topic is ok, define the mobile industry
Student Signature	Liu Yinan
Supervisor's Signature	


Meeting 2

Date of Meeting	11th September 2018
Progress Made	Checks the study chapter 1 to 3
Agreed Action	explain the target population
Student Signature	Liu Yinan
Supervisor's Signature	


Meeting 3

Date of Meeting	20th September 2018
Progress Made	Check the methodology
Agreed Action	Reconfirm the study sample size
Student Signature	Liu Yinan
Supervisor's Signature	


Meeting 4

Date of Meeting	8th October 2018
Progress Made	Make sure the independent variables
Agreed Action	Modify the independent variables
Student Signature	Liu Yinan
Supervisor's Signature	


Meeting 5

Date of Meeting	26th October 2018
Progress Made	PD slides
Agreed Action	Check the pd slides
Student Signature	Liu Yinan
Supervisor's Signature	


Meeting 6

Date of Meeting	15th November 2018
Progress Made	Check the questionnaires
Agreed Action	Items are ok, should have more items.
Student Signature	Liu Yinan
Supervisor's Signature	


Meeting 7

Date of Meeting	25th November 2018
Progress Made	Check the viva slides
Agreed Action	slides are ok, explain more in slides.
Student Signature	Liu Yinan
Supervisor's Signature	


Meeting 8

Date of Meeting	30th November 2018
Progress Made	Reconfirm the recommendations
Agreed Action	Recommendations should explain more.
Student Signature	Liu Yinan
Supervisor's Signature	

Meeting 9

Date of Meeting	4th December 2018
Progress Made	Check the chapter 4 and 5
Agreed Action	Explain why reject the hypothesis
Student Signature	Liu Yinan
Supervisor's Signature	

Meeting 10

Date of Meeting	6th December 2018
Progress Made	Check the whole project project is available to submit
Agreed Action	
Student Signature	Liu Yinan
Supervisor's Signature	

Section D. Comments on Management of Project


(to be completed at the end of the dissertation process)

Student Comments

I completed this project under the communication and guidance of supervisor, and the supervisor taught me a lot.

Supervisor Comments

Very hardworking student. willing to learn new things

Signature of Student	Liu Yinan	Date	06.12.2018
Signature of Supervisor		Date	06.12.2018
Ethics Confirmed		Date	

Appendix G. Turnitin Result

Employee retention in the mobile phone industry in Beijing, China			
ORIGINALITY REPORT			
7%	4%	1%	5%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS
PRIMARY SOURCES			
1	Submitted to Pennsylvania State System of Higher Education Student Paper		1%
2	Submitted to Republic of the Maldives Student Paper		1%
3	Submitted to Anglia Ruskin University Student Paper		1%
4	Submitted to Taylor's Education Group Student Paper		1%
5	Submitted to The Hong Kong Polytechnic University Student Paper		<1%
6	Meng Xi, Qin Xu, Xiaoyu Wang, Shuming Zhao. "Partnership Practices, Labor Relations Climate, and Employee Attitudes: Evidence from China", ILR Review, 2016 Publication		<1%
7	ajbasweb.com Internet Source		<1%