

**FACTORS INFLUENCING EMPLOYEE TURNOVER IN  
THE MANUFACTURING INDUSTRY**

**HU ZENG**

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF  
THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION PROGRAM IN GENERAL MANAGEMENT  
FACULTY OF BUSINESS ADMINISTRATION  
RAJAMANGALA UNIVERSITY OF TECHNOLOGY THANYABURI  
ACADEMIC YEAR 2023  
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*Hu Zeng*  
.....  
(Ms. Hu Zeng)




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**Independent Study Title** Factors Influencing Employee Turnover in the  
Manufacturing Industry  
**Name - Surname** Ms. Hu Zeng  
**Major Subject** General Management  
**Independent Study Advisor** Assistant Professor Sirinya Wiroonrath, Ph.D.  
**Academic Year** 2023

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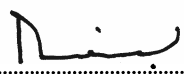
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<b>Independent Study Title</b>	Factors Influencing Employee Turnover in the Manufacturing Industry
<b>Name - Surname</b>	Ms. Hu Zeng
<b>Major Subject</b>	General Management
<b>Independent Study Advisor</b>	Assistant Professor Sirinya Wiroonrath, Ph.D.
<b>Academic Year</b>	2023

### ABSTRACT

This study aimed to investigate: 1) the extent that compensation and benefits have a negative impact on employee turnover, 2) the extent that career development has a negative impact on employee turnover, and 3) the extent that work-life balance has a positive effect on employee turnover.

The population of this study comprised employees engaged in manufacturing, out of which the sample group, selected by purposive sampling, included 410 target people. The instrument used to collect data was a questionnaire. Data were analyzed by frequency, mean, standard deviation, and multiple regression analysis.

The study results revealed that work-life balance had a significantly positive effect on employee turnover. Conversely, compensation and benefits along with career development had significantly negative effects on employee turnover.

**Keywords:** employee turnover, compensation and benefits, career development, work-life balance, manufacturing industry

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Zeng Hu



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# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Background and Statement of Problem**

In the labor-intensive manufacturing enterprises, the front-line employees at the grass-roots level are the fundamental guarantee for the enterprise to complete the production tasks. However, in the current manufacturing enterprises, the resignation of employees is relatively common, and the production order and production efficiency of the enterprise cannot be guaranteed, which has a great impact on the normal production and operation of the enterprise. For enterprises, the appropriate personnel flow and the alternation of new and old employees can bring new vitality and vitality to enterprises. However, the excessively high employee turnover rate will affect the stability and healthy development of the enterprise. With frequent employee turnover and work tasks cannot be completed, new employees have an adaptation period for the new working environment and working position, which has a certain impact on the product quality and production efficiency of new employees in the adaptation period.

### **1.2 Statement of the Problem**

For a long time, China's manufacturing industry has enjoyed the dividend of a large population base, making the rise of Chinese manufacturing in the world. However, in recent years, due to the continuous improvement of national economic living standard, the overall salary level of domestic front-line manufacturing employees has increased rapidly; besides, the influence of family planning policy has caused the gradual decrease of working-age population. The problem of "labor shortage" began to highlight. How manufacturing enterprises recruit and retain employees who meet their needs has become the key factor to maintain the competitiveness of enterprises and even maintain their survival. In particular, at present, Chinese manufacturing is facing the key

window of industrial upgrading and technological transformation. At the same time, the competitive pressure at home and abroad also has a great impact on the operation and management of enterprises. This also puts forward further requirements for the improvement and improvement of enterprise human resource management.

### **1.3 Scope of Study**

The study will take the employee who is leave from manufacturing company in Nan Chang city, Jiangxi Province, China as the research area. Nanchang is the capital of Jiangxi Province, an important central city in the middle reaches of the Yangtze River and a central city of Po Yang Lake Ecological Economic Zone. The study focuses on people was left from a manufacturing company.

Nanchang city is located in east China, the north of Jiangxi, the lower reaches of Ganjiang River and Fuhe River, and the southwest bank of Po Yang Lake, located between east longitude 115 27 '-116 35' and north latitude 28 10 '-29 11'."It is the only one adjacent to the Yangtze river delta, the pearl river delta and the strait west bank economic zone of the capital city, is one of the important central cities in east China, one of the central city of urban agglomeration in the middle reaches of the Yangtze river

### **1.4 Purpose of Study**

1.4.1 To explore the relationship between compensation and benefits and employee turnover of manufacturing industry.

1.4.2 To explore the relationship between employee turnover career development career development of manufacturing industry

1.4.3 To explore the relationship between work life balance and employee turnover of manufacturing industry.

### **1.5 Significant of Study**

The manufacturing industry plays a pivotal role in the economic development of a country. Since the reform and opening, the rapid growth of China's economy cannot be separated from the rapid development of the manufacturing industry. With the aging of the population, the demographic dividend of the manufacturing industry gradually weakens, and the lack of technical talents is a direct problem for the current manufacturing industry.

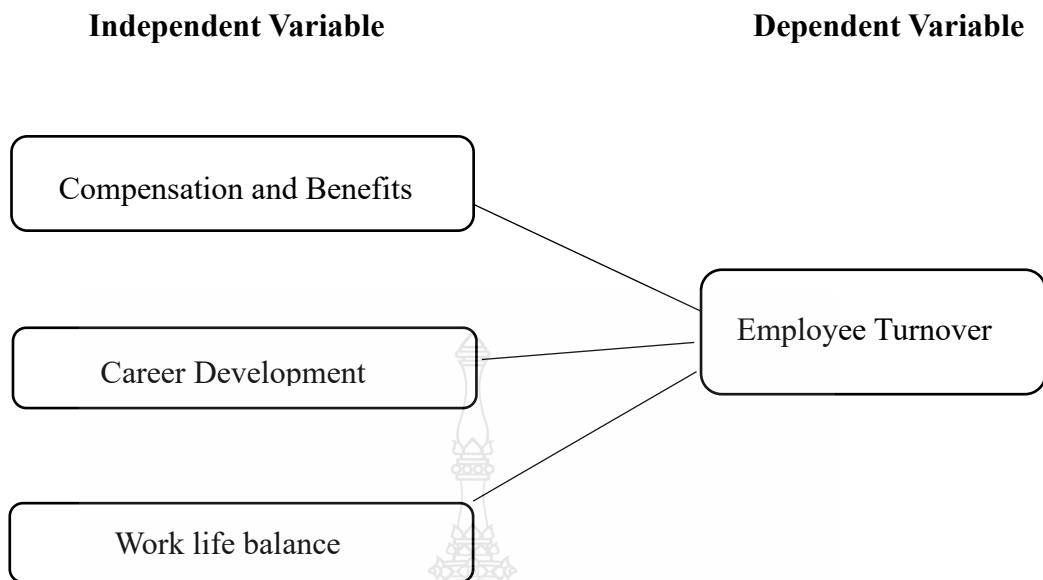
How do enterprises need to retain their employees, especially the technical talents in the front-line positions. However, for manufacturing enterprises, how to retain employees and how effective human resource management methods can make employees leave their jobs at a normal level is a problem for most manufacturing enterprises.

The significance of this study is to provide theoretical help for enterprises to retain talents by understanding the factors of resignation from manufacturing enterprises.

### **1.6 Research Framework**

The study in this paper set three independent variables, compensation and benefits, career development and work life balance and a dependent variable employee turnover. The purpose of this paper is to explore the relationship between the above three independent variables and the dependent variables, and to verify it through data analysis.

The conceptual framework is showed as below:



Mobley, (1982)

Allen and Meyer (1990)

**Figure 1.1** Research Framework

### 1.7 Hypothesis

The focus of this study is the relationship between independent and dependent variables, through the survey of manufacturing respondents to understand the factors of their turnover tendency.

Hypothesis 1: Compensation and benefits have a negative impact on employees' turnover.

Hypothesis 2: Career development have a negative impact on employee turnover.

Hypothesis 3: Work life balance had a positive effect on the employee turnover.

## 1.8 Definition of Terms

**Employee turnover:** Mowbray (Mobley, 1982) defines " employee turnover as the process by which the subject receives material benefits from the organization."

The definition from "The free dictionary is:The ratio of the number of workers that had to be replaced in a given time period to the average number of workers.

The definition from xuewen.cnki.net, employee turnover is the act of people being hired by or away from an organization. Employee mobility includes voluntary flow and involuntary flow, of which involuntary flow is mostly due to dismissal or forced resignation, while voluntary flow is due to individual employees

In this study, the investigators believe that the turnover rate should be defined as:Employee voluntarily leave their job by their own reason and must be replaced.

### **Manufacturing industry:**

According to Baidu Baike, manufacturing industry refers to the industry in which the machinery industry era uses certain resources (materials, energy, equipment, tools, capital, technology, information and manpower, etc.), and they are transformed into large tools, industrial products and consumer products through the manufacturing process. The manufacturing industry directly reflects the productivity level of a country, and is an important factor distinguishing between developing countries and developed countries. The manufacturing industry occupies an important share in the national economy of developed countries. According to the material form used in production, manufacturing can be divided into discrete manufacturing and process manufacturing. The manufacturing process includes product manufacturing, design, raw material procurement, equipment assembly, storage and transportation, order processing, wholesale operation, retail and so on.



## **CHAPTER 2**

### **REVIEW OF THE LITERATURE**

This chapter introduces the domestic and foreign scholars on the influencing factors of employee turnover and the related theoretical achievements.

#### **2.1 Previous Research**

##### **2.1.1 Research situation of foreign scholars**

Many foreign researchers have done research on the turnover factors of manufacturing employees, and they have carried out a lot of theoretical research and data demonstration on this problem.

Lewis T E2 (2015) indicated that high employee turnover could be remedied either through a reduction in firings and layoffs or by incentivizing employees (because the decision to terminate employment was just as likely to be the organization's decision as the employees), improving management's treatment of employees, and offering more money to employees thinking of leaving. And the research showed that holding employees accountable for either violations of policies or for poor performance was responsible for a large number of terminations.

Hee O C , Chew M , Liang S J , et al (2018) attempts to test the relationship between HRM practices and turnover intention. The results indicated a significant relationship between compensation and benefits and turnover intention. For an organization to achieve its goals, it needs to be aware that its employee's satisfaction, loyalty and commitment to the organization are strongly associated with compensation and benefits.

Ng, Kean C (2015) found that there is a significant relationship between compensation and benefits and employees turnover.

### **2.1.2 Domestic research status**

From the perspective of domestic researchers on the turnover factors of manufacturing employees in some cities or regions in China, Chinese researchers prefer to study the external environment of employees, such as family status, marriage situation, economic conditions, education level, salary level, career development space and other factors.

Scholars Yao Siying (2020) through the study of China's Nanchang A manufacturing company staff turnover factors, it is difficult to study a company employee turnover factors and find employees in common, but can through comprehensive analysis of the causes of employee departure, find out the main factors of an enterprise employees, and give reasonable optimization Suggestions.

Yang Shiyu, Ren Run, Zhang Zhanwu (2021) and other scholars discuss the phenomenon of the new generation of Chinese labor force and the existing western turnover theory of ordinary assembly line employees in the context of China's manufacturing industry.find: When line length show more benevolent leadership behavior, employees are less likely to leave; and this impact on the older generation Work stronger. In addition, from the perspective of generational differences, employee turnover probability is low when leaders and employees are in the same generation; and the impact of generational mismatch on turnover is most significant in the new generation of employees under the leadership of the older generation of managers.

Research scholar Shi Lei (2018) has verified that external opportunities and work pressure have a positive effect on the resignation of manufacturing employees, and that compensation and benefits have a negative effect on the resignation of manufacturing employees.

## **2.2 Relevant introduction of employee turnover**

### **2.2.1 How compensation and Benefits influence employee turnover**

Compensation and benefits are very important for enterprise employees, and they are one of the main drivers for employees to work due diligence in a job. Manufacturing employees, most of whom are on the production line, often work overtime to increase their remuneration with skilled skills. Good compensation and benefits often allow employees to work harder, of course reducing departures. Compensation and benefits refers to the compensation/salary and other monetary and non-monetary benefits passed on by a firm to its employees in return for their services. Compensation and benefits is an important aspect of HRM as it helps to keep the workforce motivated are the most important hygiene factors. It helps give benefits to employees based on their performance and actions and brings the best out the employees at workplace.

### **2.2.2 How career development influence Employee Turnover**

The ancients said: a soldier who does not want to be a general is not a good soldier. Most employees want to get good promotion and development on their career path. No employee wants to work repeatedly on the production line to get paid, and the manufacturing employees also want to have a good career development. They can move from production positions, to grassroots management positions, middle management positions, and so on. If companies provide competitive promotion channels for their employees, the turnover rate is often reduced.

### **2.2.3 How work life balance influence Employee Turnover**

Work and life balance, also known as work and family balance plan, refers to the plan that helps employees understand and correctly view the relationship between family and work, reconcile the contradictions between career and family, and alleviate the pressure caused by employees due to the imbalance of work and family relationship. If a reasonable balance between work and life or cannot be achieved for a long time, employees will choose to quit or change jobs under pressure.

## CHAPTER 3

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter introduces exploring compensation and benefits, career development and work life balance Methods for studying the relationship with employee turnover. The investigator will analyze the collected sample data by using the SPSS software.

#### 3.2 Population and sample size

The area of this research is Nanchang, Jiangxi Province, China. According to government statistics, Nanchang has a population of 4.3511 million people aged 18 to 60. The population at this stage was identified as the study population. Sample size can be determined by Yamane equation:

$$n = N / [1 + N e^2]$$

n = Sample size

N = Number of population

e = Significance level (0.05 or 0.01)

$$\text{Sample size} = 4351100 / [1 + 4351100(0.05)^2]$$

$$n = 399.96 = 400$$

According to Yamane equation:  $n = N / [1 + N e^2]$ , the sample size of this study at least 400.

To ensure that the analysis data were more accurate, the investigators of this paper added 10 samples, or a total of 410 samples as the raw data for this study.

### **3.3 Data collection**

#### **3.3.1 Primary data**

Questionnaire is the first step of a research tool, obtaining real and effective data and helping to continue data analysis. The researchers will conduct a data survey from three aspects: compensation and benefits, career development and work-life balance. By issuing online questionnaires, 400 valid questionnaires were collected. When setting the questionnaire, because the research object of this paper is employees, the respondents are over 18 years old, and the screening items are set. If the option is a non-manufacturing employee, the answer will be automatically finished, and the statistical data is invalid. In this way, the validity of the data is as high as possible.

#### **3.3.2 Second data**

In the study of this paper, the researchers also used the data published by the government and the research data published on the website, which are related to the research content of this paper.

### **3.4 Design of questionnaire**

#### **3.4.1 Ways to make the questionnaire accurately**

The design of the questionnaire should ensure that the content of the questionnaire can accurately reflect the reasons of resignation and the influence of resignation factors. On the basis of the degree, try to make the questionnaire filling people can be easily and quickly completed. Basic principles of the questionnaire design. And the main contents are provided as follows:

1. To make the findings valid, improve the credibility of the questionnaire and the motivation of the respondents, The purpose of the sampling survey is discussed accurately and summarized, and it is emphasized that this survey is only for conduct Data and information statistics.

2. The questionnaire was anonymous and did not involve private information of respondents. Eliminate the trust concerns of the respondents and get more real data together.

3. The questionnaire first investigates the basic information of the departing and outgoing employees, and is designed in the form of single choice questions. Include a basic information of people, The purpose of this part of the research is to get the answer of personal factors on employee turnover.

4. The main part of the survey questionnaire is the enterprise reasons The impact of employee turnover, and the degree of impact of various factors. This section of the questionnaire is listed in great detail for each item.

### **3.4.2 Demographic**

This paper sets three basic statistical characteristics, namely gender, age and years of service. This gives a general understanding of the basic information characteristics of the respondents and facilitates the analysis.

### **3.4.3 Independents variables**

The researcher set the three independents variables that may influence employee turnover. Which variable consist with several questions that related to it. The investigator will score the options using a Likert scale, corresponding to: 1 stand for strongly disagree, 2 stand for disagree, 3 stand for Neutral, 4 stand for agree and 5 stand for strongly agree.

### **3.4.4 Dependents variables**

The dependent variable of this paper is employee turnover. Under this variable dimension, the researcher set four questions related to him. And quantify the options with the Likert variable and express the result as: 1 stand for strongly disagree, 2 stand for disagree, 3 stand for Neutral, 4 stand for agree and 5 stand for strongly agree.

### **3.5 Reliability analysis**

In order to further test the reliability and validity of the questionnaire, namely to do reliability analysis, and the measurement results are accurate and reliability is independent or not, its function is to test whether the measurement itself is stable. In this study, researchers choose Cronbach's Alpha to measure the reliability. The closer the value of Cronbach's Alpha to 1.00 is indicated that the higher the reliability of the research instruments (Sekaran, 2003).

### **3.6 Correlation Analysis**

The correlation analysis is used to study the relationship between quantitative data, whether there is a relationship and closeness, firstly whether there is a significant relationship between Y and X; secondly, whether the correlation is positive or negative; or the magnitude; the researchers will analyze the relationship between independent variables and dependent variables mainly through Pearson Correlation.

### **3.7 Descriptive Analysis**

Descriptive analysis is the first step of the statistical analysis of social investigation, the preliminary collation and induction of a large amount of data obtained from the investigation, in order to find out the internal law of these data centralized trend and dispersion trend. Univariate analysis is carried out with the help of statistics expressed by various data, such as means and percentage, etc.

It is a statistic use to measure the basis feature of the research. The data collected will be analysis and convert it to the information which has been summarize in report which can let people to view and easy for understanding (Sekaran, 2000).

### 3.8 Multiple Linear Regression Analysis

Describes how the dependent variable Y changes with multiple independent variables X. Assuming that the values of the dependent variable Y and the m independent variables X<sub>1</sub>, X<sub>2</sub>, ..., and X<sub>m</sub> were determined individually for the n case observations, the general form of the multiple linear regression model is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_m X_m + e$$

In the study presented here, the investigators will try to derive the regression equation between the independent variable (Compensation and benefits, Career development, work life balance) and the dependent variable mainly through the regression analysis.





## **CHAPTER 4**

### **RESEARCH ANALYSIS AND RESULTS**

#### **4.1 Introduction**

This section analyzes the relationship of the independent variables Compensation and benefits, Career development, work life balance, and the dependent variable employee turnover. Display the questionnaire data obtained by sorting out and summarizing, and analyze the data through the data analysis method.

#### **4.2 The Analysis of Quantitative Data**

##### **4.2.1 Demographic**

From the collected questionnaire, the researchers received information on three aspects, namely gender, age, and years of service. There were 410 samples, 190 males; accounting for 46.34% and 220 females, accounting for 53.66%. In terms of age distribution, 124 people aged 18-30, accounting for 30.24%; 193 people aged 31-40, accounting for 47.07%; 68 people aged 41-50, accounting for 16.59%; 25 people aged 51-60, accounting for 25 people. In terms of service life, 133 in 1 year, accounting for 32.44%; 84 in 1-3 years, accounting for 20.49%; 106 in 3-5 years, accounting for 25.85%; 57 in 5-8 years, accounting for 13.9%; 30 in serving for more than 8 years, accounting for 7.32%. The descriptive statistic has shown on Table 4.1

**Table 4.1** Distribution of respondents by gender,age, and service year

Items	Categories	Frequency		
		N	Percent (%)	Cumulative Percent (%)
Gender	male	190	46.34	46.34
	female	220	53.66	100
Age	18-30 years old	124	30.24	30.24
	31-40 years old	193	47.07	77.32
	41-50 years old	68	16.59	93.9
	51-60 years old	25	6.1	100
Service year	less than 1 year	133	32.44	32.44
	1-3 years	84	20.49	52.93
	3-5 years	106	25.85	78.78
	5-8years	57	13.9	92.68
	more than 8 years	30	7.32	100
<b>Total</b>		<b>410</b>	<b>100</b>	<b>100</b>

#### 4.2.2 Reliability Test

Reliability analysis is used to study the reliability accuracy of quantitative data (especially attitude scale); First, analyze  $\alpha$  coefficient, the value greater than 0.8 stand for high reliability; The value is between 0.7 and 0.8 stand for reliability; The value is from 0.6 to 0.7 stand for acceptable reliability; if this value is less than 0.6, poor reliability; second, if the CIT value is lower than 0.3, the item can be considered to delete; Third, if the item "deleted  $\alpha$  coefficient" value is significantly higher than the  $\alpha$  coefficient, the item can be considered to delete.

**Table 4.2** Reliability statistics of independent variables and dependent variable

Reliability Statistics (Cronbach Alpha)			
Items	Corrected Item-Total Correlation(CITC)	Cronbach Alpha if Item Deleted	Cronbach $\alpha$
NMMS_Compensation and benefits	0.901	0.830	0.833
NMMS_Career Development	0.879	0.828	
Work life balance	0.865	0.705	
Employee turnover	0.881	0.703	
Cronbach $\alpha$ (Standardized): 0.957			

It can be seen from the above table that the reliability coefficient value is 0.833, which is greater than 0.8, so the reliability quality of the research data is high. For the " $\alpha$  coefficient that has been deleted", the reliability coefficient will not increase significantly after any item is deleted, so it means that the item should not be deleted. For "CITC value", the CITC value of analysis items is greater than 0.4, which indicates a good correlation between analysis items and a good reliability level. In conclusion, the reliability coefficient value of the research data is higher than 0.8, which comprehensively indicates that the data reliability quality is high and can be used for further analysis.

### 4.3 Description of Items

#### 4.3.1 Compensation and Benefits

As can be seen from the following table, there are no outliers in the current data, and there are no outliers in the data, so it can be directly described for the average value. For the items of independent variable of compensation and benefits, the highest mean is the first item, "My salary is very competitive", the mean is 2.098 and

the standard deviation is 0.912; the lowest average is the second item, "My subsidies are very competitive", the mean is 1.856 and the standard deviation is 1.117. The other three questions all averaged very close to 2.000, which means the respondents of manufacture are disagree with question they answer. That means the interviewees are not satisfied with the salary, benefits, bonus and subsidies enjoyed.

**Table 4.3** Description on Item of Compensation and Benefits

<b>Descriptive Analysis</b>						
Items	N of samples	Min	Max	Mean	Std. Deviation	Median
My salary is very competitive	410	1	5	2.098	0.912	2.000
My subsidies are very competitive	410	1	5	1.856	1.117	1.000
My benefits are very competitive	410	1	5	2.032	0.891	2.000
I am very pleased with the bonus I received	410	1	5	1.976	0.909	2.000
I am very happy with the salary level	410	1	5	2.088	0.849	2.000

#### 4.3.2 Career Development

As can be seen from the following table, there are no outliers in the current data, so we can directly describe and analyze the average value.

From the table below, among the variables of career development, the third item, "I think my work is challenging", is 2.076 and standard deviation, 0.952; the first item, "I quite approve of my current work". Its mean value is 1.878 with a standard deviation of 1.112. According to the data in the following table below, the average value of respondents' answers to career development questions is very close to 2.000, which means that respondents are not satisfied with their current career recognition and development.

**Table 4.4** Description on Item of Career Development

<b>Descriptive Analysis</b>						
Items	N of samples	Min	Max	Mean	Std. Deviation	Median
I quite approve of my current work	410	1	5	1.878	1.112	2.000
I think I have got more opportunities to develop	410	1	5	2.005	0.922	2.000
I think my work is challenging	410	1	5	2.076	0.952	2.000

#### 4.3.3 Work life balance

From the table below, there are no outliers in the current data. The first item of the independent variable problem is 3.993 and the standard deviation is 0.846, and the second item is 4.041 and the standard deviation is 0.865. As can be seen from the data, respondents generally tend to have no excessive business time and cannot effectively balance work and rest.

**Table 4.5** Description on Item of work life balance

<b>Descriptive Analysis</b>						
Items	N of samples	Min	Max	Mean	Std. Deviation	Median
Work takes a lot of my spare time	410	1.000	5.000	3.993	0.846	4.000
Work and rest cannot balance effectively	410	1.000	5.000	4.041	0.865	4.000

#### 4.4 Correlation analysis

As can be seen from the following table below, correlation analysis is used to study the correlation between Employee turnover, Compensation and benefits, Work life balance and Career Development, and Pearson correlation coefficient is used to indicate the strength of the correlation.

The correlation coefficient value between Employee turnover and Compensation and benefits is -0.868, and it is 0.01-level significant, thus indicating that there is a significant negative correlation between compensation and benefits and Employee turnover.

The correlation coefficient value between Employee turnover and Work life balance is 0.835, and it is 0.01-level significant, thus indicating that there is a significant positive correlation between Employee turnover and Work life balance.

The correlation coefficient value between Employee turnover and Career Development is -0.845, and the 0.01 level is significant, thus indicating that there is a significant negative correlation between Employee turnover and Career Development.

**Table 4.6** Pearson Correlation on independent variables and dependent variables

Pearson Correlation	
	Employee turnover
Compensation and benefits	-0.868**
Work life balance	0.835**
Career Development	-0.845**
* $p < 0.05$ ** $p < 0.01$	

#### 4.5 Multiple Regressions

Describes how the dependent variable Y changes with multiple independent variables X. Assuming that the values of the dependent variable Y and the m independent variables X<sub>1</sub>, X<sub>2</sub>, ..., and X<sub>m</sub> were determined individually for the n case observations, the general form of the multiple linear regression model is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_m X_m + e$$

It can be seen from the following table that Compensation and benefits, Career Development and Work life balance are used as independent variables and Employee turnover as dependent variable for linear regression analysis. As can be seen from the above table, the model formula is:

**Employee Turnover = 4.157 - 0.421 \* Compensation and benefits - 0.241 \* Career development + 0.294 \* Work life balance;**

The model R square value of 0.807 means that Compensation and benefits, Career Development, and Work life balance can explain 80.7% of the change in Employee turnover. When F tested the model, it was found that the model passed the F test (F=566.715, p=0.000 <0.05), which means that at least one of compensation and benefits, career development and work life balance have an influence relationship on Employee turnover

The regression coefficient value of Compensation and benefits is -0.421 (t = -8.162, p=0.000 <0.01), meaning that there is a significant negative impact of compensation and benefits on employee turnover.

The regression coefficient value of Career Development is -0.241 (t = -5.414, p=0.000 <0.01), meaning that there is a significant negative impact of career development on employee turnover.

The regression coefficient value of Work life balance was 0.294 (t = 6.775, p=0.000 <0.01), meaning that there is a significant positive influence of work life balance on employee turnover.

**Table 4.7** Result of multiple regression analysis

<b>Parameter Estimates (n=410)</b>					
	<b>Unstandardized</b>		<b>Standardized</b>	<b>t</b>	<b>p</b>
	<b>Coefficients</b>		<b>Coefficients</b>		
	B	Std. Error	Beta		VIF
Constant	4.157	0.254	-	16.382	0.000**
Compensation and benefits	-0.421	0.052	-0.405	-8.162	0.000**
Career Development	-0.241	0.045	-0.257	-5.414	0.000**
Work life balance	0.294	0.043	0.286	6.775	0.000**
$R^2$	0.807				
Adj $R^2$	0.806				
$F$	$F(3,406)=566.715, p=0.000$				
D-W	2.023				
Dependent Variable: Employee turnover					
* $p<0.05$ ** $p<0.01$					

#### 4.6 Summary

Summary analysis shows that work life balance have a positive effect on employee turnover. And compensation and benefits, Career Development have a significant negative effect relationship on Employee turnover. The results shows in the table 4.8 as below:



**Table 4.8** Summary of Analyses Results

	<b>Hypothesis</b>	<b>Result</b>
H <sub>1</sub>	Compensation and benefits have a negative impact on employees turnover.	support
H <sub>1</sub>	Career development have a negative impact on employee turnover.	support
H <sub>1</sub>	Work life balance have a positive effect on the employee turnover.	support



## **CHAPTER 5**

### **DISCUSSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

The chapter is to discuss the results and recommendations. The discussion will be based on the relationship between the independent and dependent variables in this paper, that is, to describe the relationship between compensation and benefits, career development, work life balance and turnover. Recommendations for subsequent studies and the need for improvement. Finally illustrate the limitations of this study.

#### **5.2 Conclusion**

The research shows that work life balance have a positive effect on employee turnover, and compensation and benefits, Career Development have a significant negative effect relationship on Employee turnover.

Within the population of 410 employees, The study target population is manufacturing workers in Nanchang city, Jiangxi Province, China.

Quantitative analysis through a series of data analysis methods and finally by multiple regression analysis. Research finding. Work life balance will have a significant positive effect on Employee turnover. And Compensation and benefits, Career Development will have a significant negative effect relationship on Employee turnover.

#### **5.3 Discussion**

##### **5.3.1 How compensation and benefits influence employee turnover**

The first part was to find out how compensation and benefits influence employee turnover. The results shows that Compensation and benefits have a significant negative effect relationship on Employee turnover. This conclusion is consistent with that envisaged before the study. For people working in manufacturing, getting more

wages and welfare benefits is a priority. When the salary level and welfare level of the enterprise are not high, it will lead to the tendency of resignation and resignation, or even the occurrence of high resignation.

### **5.3.2 How career development influence employee turnover**

The second part was to find out how career development influence employee turnover. The result of the analysis showed that career development has a significant negative effect on employee turnover.

This result is consistent with hypothesis 2. As China's manufacturing workers become younger and more standardized, more workers want good career development, regardless of their position.

### **5.3.3 How work life balance influence Employee Turnover**

The third part was to find out how work life balance **influence** employee turnover. The result showed that career development has a significant positive effect on employee turnover. This result is consistent with hypothesis 3.

With the rapid development of economy and the improvement of people's living standards, most employees hope to balance the relationship between life and work. When there is no balance, the increase of pressure, there will be dissatisfaction with the job, and then the tendency to leave or leave.

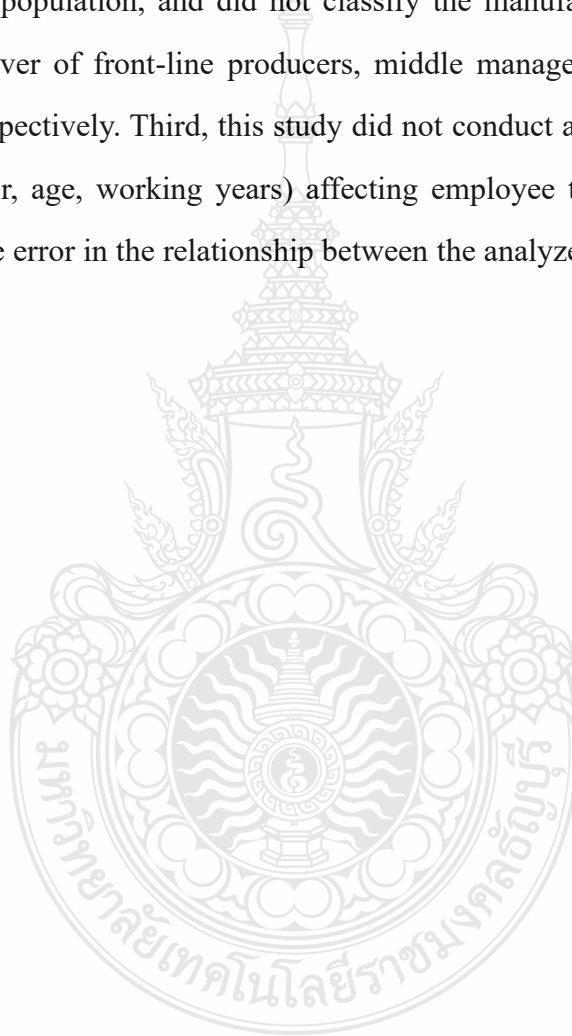
## **5.4 Suggestion for future research**

In this study, only the effect of three variables on employee turnover was examined. In future studies, adding the variables may be considered. In addition, when setting the questionnaire, keep the consistency of the problem direction as much as possible, such as unified forward questions or unified reverse questions, so as to facilitate the analysis. In the future research, researcher could consider investigating several types of manufacturing industries to study in the category of companies, which is more comparable.

## 5.5 Limitation

First, This survey study was completed in a very short time, and in the questionnaire setting, There may be some considerations in collecting data and analyzing results. May affect the accuracy of the results to some extent.

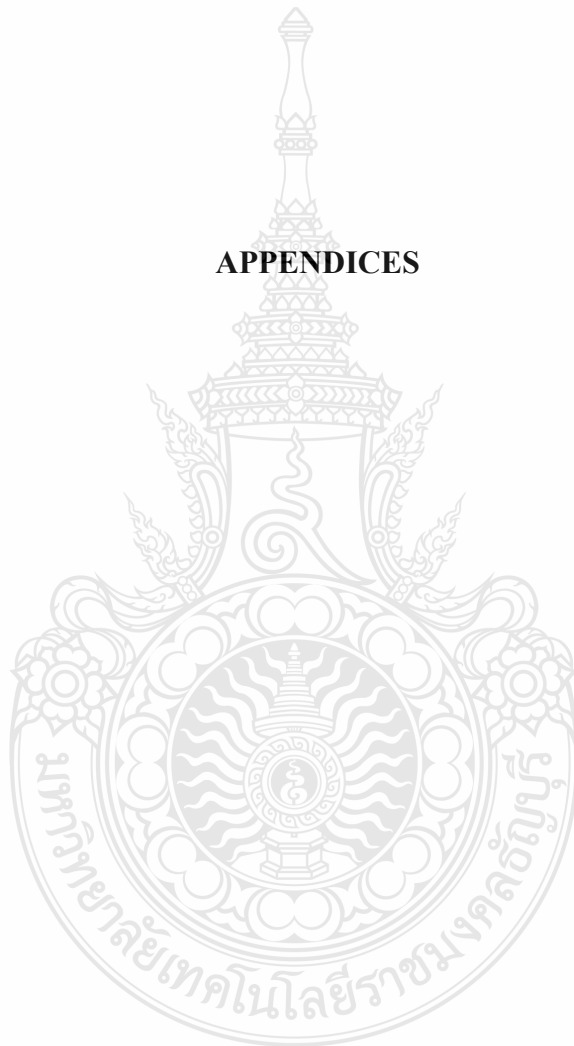
Second, This general study investigated the turnover tendency and turnover of the manufacturing population, and did not classify the manufacturing population. For example, the turnover of front-line producers, middle managers and senior managers was not studied respectively. Third, this study did not conduct a separate study on basic information (gender, age, working years) affecting employee turnover, indicating that there may be a little error in the relationship between the analyzed variables.



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## APPENDICES



**APPENDIX A**  
**QUESTIONNAIRE**



## Questionnaire

**This questionnaire is only used for academic analysis and research, not involving privacy. Please rest assured and fill it out carefully. Thank you!**

1. Your gender

Male

Female

2. Your age

18-30

31-40

41-50

51-60

3. How many years have you worked and served you for

Less than one year

1-3 years

3-5 years

5-8 years

More than 8 years

4. My job is in the manufacturing sector

Yes (Continue)

No (End)



5. My salary is very competitive

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

6. My subsidies are very competitive

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

7. My benefits are very competitive

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

8. I am very happy with the salary level

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

9.I am very pleased with the bonus I received

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

10.I quite approve of my current work

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

11.I think I have got more opportunities to develop

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

12.I think my work is challenging

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

13. Work takes a lot of my spare time

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

14. Work and rest cannot balance effectively

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

15. I often want to resign

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

16. I will often search for new job information for the next stage

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

17.I may have a new job next year

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

18.I often want to change jobs

Strongly disagree

Disagree

Neutral

Agree

Strongly agree



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