THE ROLE OF ORGANIZATIONAL CULTURE AND COMMITMENT ON JOB EMBEDDEDNESS AND STAY INTENTION IN HONG KONG

Vincent Fong

School of Business

A thesis submitted in partial fulfilment of the requirements
of London South Bank University for the degree of
Doctor of Business Administration

September 2017

ABSTRACT

This research focuses on investigating the work and non-work dimensions of job embeddedness to stay intention and its relationship with organizational culture and commitment in Hong Kong, using a mixed methods approach. A large organization with over 200 staff in one of the major retail sectors in Hong Kong was chosen for a case study.

To investigate the relationship between job embeddedness, organizational culture, organisational commitment and stay intention, firstly, a questionnaire survey was conducted (100 respondents) and a partial least square approach was used to identify relationship. Secondly, face-to-face interviews were conducted (9 respondents) at the company to triangulate the relationships among the constructs. Finally, face-to-face interviews results and documented exit interviews from the company were also analyzed to validate three important factors of cultural practice (fair reward, competence development and empowerment) which is crucial for talent management.

The positive relationship of stay intention with organizational culture; organizational commitment; and job embeddedness were investigated using quantitative research approaches and triangulated with the qualitative research findings. The work dimension of job embeddedness was more applicable to stay intention. Job embeddedness was found to mediate the effect between organizational culture and stay intention, and between organizational commitment and stay intention. Analysis of the face-to-face and exit interviews identified fair reward, competence development and empowerment as important factors for talent management.

The job embeddedness model (Mitchell et al. 2001) has not been investigated in the approach within the context of Hong Kong as this research. Three cultural factors -

fair reward, competence development and empowerment are important for supporting talent management in the company and would probably help staff recruitment and retention.

DECLARATION

The work presented herein was carried out solely by the author, under the supervision of Professor Shushma Patel, Professor John Warwick and Professor Dilip Patel in the Faculty of Business at London South Bank University, together with Dr Ronnie Cheung and Lecturers at IAM in Hong Kong, in partial fulfilment of the requirements for the degree of Professional Doctorate in Business Administration.

The ideas, methods and results are original except where otherwise acknowledged or referenced. No portion of the work referred to in the thesis has been submitted in support of an application for another degree or qualification at this or any other university or other institute of learning.

RES 13

London South Bank University

RESEARCH DEGREE CANDIDATE DECLARATION FORM

Data Protection Act 1998

The data collected on this form will only be used for the purpose of student and course administration as required by the University and will be retained securely on your file.

Note: This form must be submitted to the Research Degrees Team with the candidate's final hardbound thesis

Name of Candidate: FONG, Wai-Shing, Vincent

Degree for which this thesis is submitted: Doctor of Business Administration

1.   **Statement of advanced/related studies undertaken in connection with the programme of research.**

   The ideas, methods and results of this thesis are original except where otherwise acknowledged or referenced.

2.   **Concurrent registration for two or more academic awards**

   *either   I declare that while registered as a candidate for the University's research degree, I have not been a candidate or enrolled as a student for another award of this University or other academic or professional institution.

   *or   ~~I declare that while registered for the University's research degree, I was, with the Research Degrees Committee's approval, also registered for the following:~~

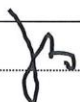3.   **Materials submitted for another award**

   *either   I declare that no material contained in the thesis has been used in any other submission for academic award.

   *or   ~~I declare that the following material contained in the thesis formed part of a submission for the award of:~~

   Award:

   Awarding Body:

   Material:

Signature of candidate: ....   Date: 1st April 2017

v

DEDICATION

I want to dedicate this thesis to my most important ladies in my life.

The first one is my mother. As my father deceased in my early childhood, my mother needed to raise 4 kids (I am the youngest) from half century ago. When I was young, the economy of Hong Kong was not flourishing. Manufacturing was one of the main sources for Hong Kong's revenue. My mother luckily acquired the skill of sewing garments/jeans, this helped her to raise the family when I was an infant. My mother's strong belief in education for children and her hard work throughout my early years helped my elder brother and me to be educated in post-graduate level. In fact, my two eldest sisters, though having the potential of further studies, had to work after graduating from secondary school (I would like to thank their generosity and kindness to their younger brothers). At present, my elder brother has retired and he has a PhD in the area of statistics and used to be a Lecturer at the Chinese University of Hong Kong. I am now pursuing the Doctorate in Business Administration degree at London South Bank University, UK as a distant learning student in Hong Kong.

Another lady for my dedication is my wife. As studying part-time course seems to be my hobby and important direction of my life, majority of time for the 25 years of marriage seems to be coupled with my studying life. Most of my studies needed to be attended in night times and sometimes on Saturday/Sunday, my wife still encourages my studies and endures my absence in the family days. She understands what is important for me (and the children), in fact, my two kids are also now studying in renowned University in Canada.

Thank god for your kindness to me and my family.

ACKNOWLEDGEMENTS

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

CHAPTER 1

INTRODUCTION

1.1   Introduction

As referenced by Hong Kong Trade Development Council's website (http://hong-kong-economy-research.hktdc.com), Hong Kong is regarded as "the world's most services-oriented economy, with services sectors accounting for more than 90% of Gross Domestic Product". In fact, the retail industry is one of the main pillars of the Hong Kong economy, comprising of around 19% of Hong Kong 2015 Gross Domestic Product (Hong Kong Census and Statistics Department (2016), *Gross Domestic Product August 2016*).

Due to the flourishing consumer products markets in different kind of commodities, there were around 63,589 retail companies and 266,151 employees in Hong Kong in June 2016 (Hong Kong Census & Statistics Department (2016), *Quarterly Report of Employment and Vacancies Statistics, Second Quarter 2016*). Further, total sales in jewelry, watches and luxury goods, or termed as the luxury sector in retail, constitutes a significant portion of the total retail figures, around 18.1% of the total retail amount in 2015 (Hong Kong Census and Statistics Department (2016), *Report on Monthly Survey of Retail Sales September 2016*).

Due to the flourishing economy of Hong Kong, its unemployment rate was extremely low, around 3.1% in 2nd quarter of 2017 (Hong Kong Census and Statistics website, https:// www.censtatd.gov.hk /hkstat/sub/so30.jsp), or nearly achieving full employment for the working population. On the other side, the projected staff turnover rate for the retail sector in Hong Kong in 2015 was 76.4% (Hong Kong Institute of HR Management (2016), *HKIHRM report*). Especially, the staff turnover of the retail industry, salespersons in particular, in the luxury sector is now in critical condition

and needs to be watched closely in order to safeguard businesses in this important sector and protect the retail industry and the Hong Kong economy as a whole.

The aims of the research are to find out the relevant turnover or retention constructs and their relationship with stay intention for the salespersons of the retail industry, especially the luxury sector in Hong Kong. From which the retention strategies can be figured out to help the researched company.

1.2   Staff turnover categories

Staff turnover is divided into three broad categories: unpreventable, desirable and undesirable turnover (Ellett et al., 2007). Unpreventable turnover is due to, for example, sickness, family factors, or retirement, etc. Desirable turnover, for example, is due to the incompetence of staff, etc., and may not have a severe impact to customers, other staff, or the organization because these staff will be eliminated via the performance management system of the organization. However, the company needs to address the undesirable turnover.

Undesirable turnover is departure of competent staff because of organizational issues, such as no recognition of achievements, poor supervision/support, role conflict or a fair reward system etc. Actually, undesirable turnover has become an obstacle for at many levels in the organization and organizations in different industries. Undesirable turnover of staff has a negative impact and is costly to an organization.

The projected staff turnover rate for the retail sector in Hong Kong in 2015 was 76.4% (Hong Kong Institute of HR Management (2016), *HKIHRM report*). The cost of staff turnover directly affects productivity, or sometimes survival of the companies in Hong Kong, especially in the retail sector. Consequently, this area has been of much interest over the last 50 years (Holtom et al., 2008). Although a lot of

research was done, the conclusion from an employee turnover handbook compiled by Cooper and Saridakis (2016) "argued that the poor explanatory and predictive power of most models of turnover meant that their ecological validity was weak. In other words, most quits were not understood by models at the time". The continuous research on the area of retention or turnover is thus necessary to increase the explanatory and predictive power of their turnover/retention models.

1.3   Origin and development of models related to undesirable turnover

The concept of undesirable turnover was originally presented by March and Simon (1958). They proposed its underlining concept as organizational equilibrium. More precisely, persons continue their employment in a company/organization as long as the attractions to staying (e.g. remuneration) equal or surpass their inputs (e.g. work done). The two main aspects that influence the organizational equilibrium are how easy it is to move, and also the desire to move. The ease of movement was based on the number of the relevant jobs available. The desire to move was based on going to a more preferable, resulting in better job satisfaction (Jackofsky and Peters, 1983).

Researches in job substitution and job satisfaction have become popular in the last twenty years. Therefore, the majority of the turnover models can be regarded as from the model of March and Simon (Cooper and Saridakis, 2016), for those models describe two aspects (the desirability of movement and ease of movement) and relating to the undesirable turnover. The two aspects were proposed to independently work to influence a staff's motivation to leave the company or organization. Today these ideas are typically called as job satisfaction.

Other traditional organizational behaviour constructs like organizational commitment and organizational culture are also well-known strategies/constructs in relation with staff turnover/retention. However, the extent of turnover causes explained,

3

in terms of 'Variance accounted for' in quantitative research terms, is comparatively low, or ranging from 15 to 25% of the variance in undesirable turnover. A single construct hardly responsible for more than 10 percent of variance (Griffeth et al., 2000).

1.4   Introduction of the job embeddedness model and stay intention

The model was firstly proposed by Mitchell et al. in 2001. Job embeddedness is defined as a multi-area concept that stresses on the aspects that make a staff more chance to remain in the position. A high job embeddedness level will likely to increase the stay intention of the staff and one will tend to stay longer in his/her tenure in the organization/company. Job embeddedness comprises of 3 areas: (a) Links - the extent to which an individual has connections with other persons or activities; (b) Fit - the degree to which their work and societies are similarly to or well with other features of the work and societies; and (c) Sacrifice - refers to the acceptance with the links to be disconnected (i.e., the things that staff would surrender if one left his/her company). Each area is related to both work and non-work dimensions. The job embeddedness construct introduced by Mitchell et al. (2001) is a significant development in turnover/retention research. Because job embeddedness consists of work (or organization) and non-work (or community) reasons, it reflects not only the organizational factors, but also the dimension of linking to one's community.

Mitchell et al. (2001) recognized work and non-work dimensions that can relate to turnover or retention. They claimed that these work and non-work dimensions can be non-attitudinal and non-affective, and can be grouped into a single construct called "Job Embeddedness". Mitchell et al. (2001) and Lee et al. (2004) confirmed that job embeddedness explained significant incremental variance in turnover over than other constructs, like job alternatives, organizational commitment, job satisfaction and job

search. Job embeddedness model was found to be a more powerful predictor in comparison with the traditional models of undesirable turnover (Besich, 2005). In addition, Lee et al. (2004) found that job embeddedness was also found to influence some other significant organizational consequences like willful absences, organizational citizenship behavior, and job performance. These researches confirm the theoretical and empirical strength of the job embeddedness construct (Lee et al., 2004).

Stay Intention is defined as a behavioural intention of staying subsequent from company rules, labour market characteristics and staff perception. It is the last mental stage in the decision-making process of actual stay/quit action (Steel and Ovalle, 1984).

Job embeddedness can be regarded as the antecedent measures for staff retention in order to raise the livelihood of stay intention of staff.

1.5   Relation of job embeddedness with other constructs

Previous research studied the antecedents of job embeddedness, though in a limited way. Ghosh and Gurunathan (2015) wrote the paper "Job Embeddedness: A Ten-year Literature Review and Proposed Guidelines" and reviewed 37 papers related to job embeddedness. The related constructs as antecedents included open-mindedness, organizational commitment, effective human resource management practices, perceived organizational and supervisor support, benefit programme, job alternative, skill transferability, clear organizational roles for newcomers, age, extraversion, agreeableness, conscientiousness, job investments, local dialect, compensation, growth opportunity, experience of negative shocks, affirmative cultural identity, adult development changes, enhanced and newly acquired skills, perceived investment in the international assignment, mutual- and over-investment employee-organization relationships and socialization.

Despite the theoretical advancement of job embeddedness relating Stay/Turnover Intention, the relative popularity of its practical application compared with other turnover related constructs is still lagging, in terms of published research One of the reasons may be the difficulty of its applicability to the workplace due to the complexity of the theory in practical and statistical considerations (Crossley et al., 2007). The extension of usefulness of job embeddedness with other organizational behaviour practical constructs or concepts, like organizational culture and commitment, as antecedent similar to the direction of the previous researches (Giosan, 2004; Yao, 2010; Allen, 2006) will sure extend the practicability of job embeddedness in terms of influencing staff retention more extensively to the organization/company.

Despite many constructs may have relationship with job embeddedness and stay intention. More focused research on small number of related constructs in general should have better research result and contribution. The inclusion of organizational culture and commitment construct in the research is due to:

a. the popularity of these two organizational behaviour constructs that may facilitate the future application and acceptable by the practitioners of the organizations.

b. organisational culture and commitment are the strategies used to retain the staff. Staff Retention involves taking measures to encourage employees to remain in the organisation for the maximum period of time. These characteristics are common to job embeddedness and stay intention studies. The inter-relationship can be found under literature review and tends to be a reasonable research area. That is, staff become embedded as a function of the totality of forces that entangle them in companies. The antecedent forces may be influenced by organizational culture in each aspect of job embeddedness. Similarly, staff become embedded as a function of the totality of forces

that entangle them in companies. The antecedent forces may be influenced by organizational commitment in each aspect of job embeddedness.

Despite organizational culture and commitment of organization may have changes over time, the use of cross-sectional research may facilitate the finding the inter-relationship among the researched constructs.

1.6   Motivation for Study

The capability of an organization to retain skilled staff influences its upcoming direction, management and growth. Nowadays staff turnover is obvious at various levels of organizations, together with early retirement becomes a high cost issue of the organization. Along with lost intellectual properties and company knowledge, replacing, recruiting, and training/re-training staff can be fiscally costly and time consuming. As said by a study by the Society for Human Resource Management (Allen, 2008), organization will require to use the equivalent of six to nine months of a staff's salary in order to get and nourish their substitute.

Aggregating this turnover problem is the losing experienced staff in the industry. To win in the nowadays' competitive labour market, organizations must tackle the behind reasons of this problem. Managers (Hom & Kinicki, 2001) designed interventions and developed programs that better connect staff to the organization, to the professions, and to the sectors. Even at the low time, companies are continuing to retain their skilled staff as company assets essential for the growth and success of the company.

Nowadays, companies must focus on the human resources management that 'why staff stay'. Job embeddedness theory focuses attention on why people stay in organizations rather than on why they leave. Job embeddedness reduces turnover

(Tanova and Holtom, 2008), but how can organizations promote job embeddedness? Social exchange theory (Blau, 1964) proposes that staff stay so that they could 'pay back' the benefits they have received from the organization. A mutually satisfying employer–employee social exchange relationship establishes a stable self-perpetuating system maintained by the norm of reciprocity (Gouldner, 1960). Thus, it is significant to find out the organizational behaviour constructs that make this equilibrium and implant staff in the social exchange (Tanova and Holtom, 2008).

Unfortunately, little research has explored how HR practices via organizational behaviour constructs, like organizational culture and commitment encourage job embeddedness and improve retention (Bergiel et al., 2009). Consequently, this research investigates how these organizational behaviour constructs embed staff in their organizations and deter intentions of leaving or enhance their intentions of staying. Further, to explain why these organizational behaviour constructs reduce the likelihood of turnover.

1.7   Objectives

The objective of the study is to find out how job embeddedness is applied to the niche market retail setting with frontline personnel in Hong Kong. Another objective is to find out the role of organizational culture and commitment on the relationship of job embeddedness and stay intention in the same setting. The final objective is to find out the retention strategies related to the company case study in light of talent management in the context of the researched company.

1.8   Research Questions

The thesis focuses on the application of organizational culture and commitment in the relation of job embeddedness (Mitchell et al., 2001), as a way to increase the

intention of stay of the staff. The questions to be addressed in this study are the following:

1) Whether the job embeddedness (Mitchell et al., 2001) model is applicable to the niche market retail setting with salespersons in Hong Kong?

2) What roles does organizational culture and organizational commitment play on the relationship of job embeddedness and stay intention in the same setting?

3) What retention strategy can be identified in the research for talent management?

As there is not much research investigating how these factors relating with job embeddedness and whether job embeddedness influences stay intention, this research contributes to the extant literature by attempting to answer these questions.

1.9   Importance of Studies

The capability of an organization to keep their brilliant staff sets its future course, growth, and leadership. Nowadays, staff turnover is obvious at all levels in organizations, and as staff, voluntarily jump to other companies or into early departure, the expense of turnover becomes a problem. Along with loss of organizational knowledge and experience, replacing, recruiting, and retraining staff can be costly and time consuming issues.

This study, therefore, enhances the theoretical understanding of the job embeddedness construct and extends the current body of knowledge in several ways. First, it provides tentative explanations as to how job embeddedness influencing Staying Intention. Second, by using quantitative research and analysis, the influence of job embeddedness between organizational culture and stay intention, or between organizational commitment and stay intention, will be determined.

Knowledge about what kind of influence of organizational culture and commitment on job embeddedness and how they influence job embeddedness provide

a clearer picture of the development of the job embeddedness construct. Third, the relationship between job embeddedness and stay intention in Hong Kong not only expands the current limited job embeddedness research in cross-cultural contexts, but also helps validate the importance of job embeddedness construct in turnover research. Last, by using the qualitative research, the detail application of dimensions of job embeddedness on the research company is compared and contrasted with the quantitative result.

Furthermore, the retention tactics can be figured out in the research for the talent management practices. Finally, results (leaving reasons and comments on the company) of the exit interviews with the staff leaving the researching company in the similar period is compared and contrasted with results of the first two parts of the researches.

This study also has important implications for managers in organizations. First, answers to the question whether organizational culture and commitment make staff more embedded into their jobs via job embeddedness, can help business managers develop more effective human resource practices/tactics to retain valuable employees. Second, the findings on the direct effects of organizational culture and commitment on job embeddedness, help managers understanding on, how human resource practices in terms of organizational culture and commitment might be directly influence job embeddedness. Last, knowledge about how these factors impact job embeddedness, and whether job embeddedness affecting stay intention can assist organizations in their efforts to make employees more embedded into their jobs and less probable to quit.

In summary, the results of this study are useful in assisting both academic researchers and managerial practitioners. The academic researchers can benefit from better understanding the theoretical network of job embeddedness, in terms of both the

organizational antecedents and the consequences of job embeddedness. Managerial practitioners can better understand how staff become embedded in their jobs, and therefore find ways to retain experienced staff, especially in a similar organization of the retail industry in a fast-paced country.

1.10   Research Setting

The boundary of study is restricted to the niche market of the Hong Kong retail industry for following reasons:

(1)   Retail industry is one of the four fundamental industries of Hong Kong that suffers particularly from staff turnover due to the nature of high competitiveness in business and labour market with requirements of good customer services.

(2)   Due to the great diversification of products and brands, there were around 63,589 retail companies and 266,151 employees in Hong Kong in June 2016 (Hong Kong Census & Statistics Department (2016), *Quarterly Report of Employment and Vacancies Statistics, Second Quarter 2016*). Study carried out on all companies with different merchandises in one survey seems not realistic.

(3)   As jewellery, watch and luxury sales comprise of the largest portion of the retail sales revenue in Hong Kong (around 18.1% of total retail amount in 2015 (Hong Kong Census and Statistics Department (2016), *Report on Monthly Survey of Retail Sales September 2016*), survey samples taken from the salespersons of luxury department store (there are around 4 luxury department stores with these high-end merchandises) is appropriate in terms of importance to Hong Kong economy and manageable targeted population.

1.11   Research Approach

For current research, the nature of this research is to find out the relationships among job embeddedness, organizational culture, Organization Commitment and stay intention. The application of a closed-ended quantitative questionnaire was administered to retail salespersons to ascertain whether job embeddedness was applicable to them in terms of staff retention and the role of organizational culture and commitment on the relationship between job embeddedness and stay intention in the niche retail market in a fast-paced city. The framework of the research is listed as follows:
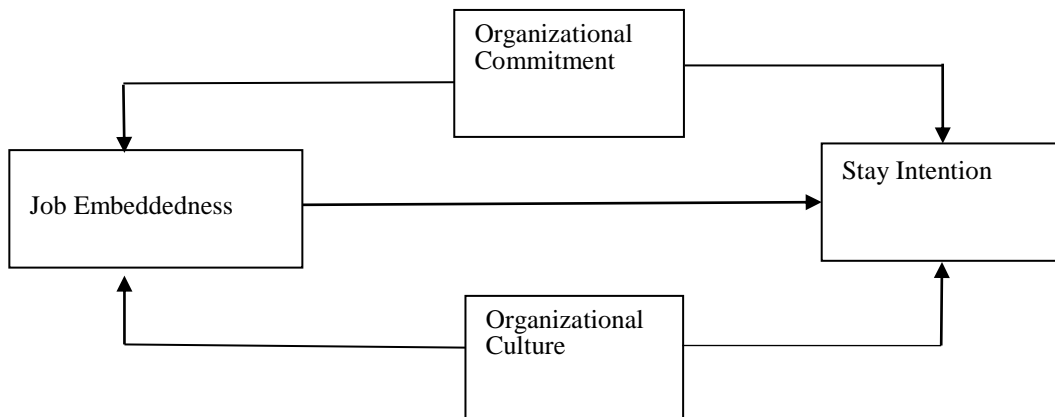
Figure 1.1   The framework of the research

In Figure 1.1, the study examines the relationships of job embeddedness, organizational culture and commitment specifically with stay intention. Subsequently, a study of the association between organizational culture and job embeddedness, between organizational commitment and job embeddedness are further proven. Finally, the mediating effect of job embeddedness between organizational culture and stay intention, between organizational commitment and stay intention were then proven by varies testing methods.

A qualitative approach was followed by an in-depth interview with some staff of the research company. The reason for the qualitative complementary and follow-up data

analysis is to better comprehend the quantitative outcomes from the first stage of research (Creswell et al., 2007). Lastly, exit interview data of the researched company were used for analyzing the turnover reasons and desired attributes quoted.

Utilizing a mixed methods research design may provide the framework to study job embeddedness, its antecedents and consequences. Tashakkori and Teddlie (2003, p. 19), define mixed methods researches as those researches "that are products of the pragmatist paradigm and that combine the qualitative and quantitative approaches within different phases of the research process."

Due to the complexities of job embeddedness, quantitative results are inadequate in revealing the whole picture by themselves, therefore, qualitative data are required to help explaining and triangulating the preliminary quantitative data and furthermore, investigate the more in-depth definition of the construct, like the applicability of the work and non-work dimensions of job embeddedness concept in the context of researched environment.

Furthermore, the practical information, like the retention tactics built on the proposed hypotheses can be generated from the qualitative results from the interviewees. Data from exit interview may be useful for validating the issues related to turnover reasons and retention strategies from the results of the previous stages of the result. The combination of quantitative and qualitative data will provide a more complete picture of the relationship between job embeddedness and stay intention.

By exploring both data sets, mixed methods research design is the best fit to study a complex relationship among the constructs. The research will collect multiple data using different strategies, approaches, and methods in such a way that the

resulting mixture is most likely to result in complementary strengths and non-overlapping weaknesses (Johnson and Onwuegbuzie, 2004). This study collected from questionnaires and analyzed quantitative data, and then collected qualitative data via interviews to help detail issues of the construct, and follow-up practical applications.

1.12   Chapter Summary and Organization of the Study

This chapter talks about the background of the problem, that is, the undesirable turnover in an organization. Although it is a controversial topic, the main research direction has focused on the turnover causes based on the traditional approaches of the desirability of movement and ease of movement of the staff. A relatively new approach formulated by Mitchell et al. (2001) on job embeddedness is a relatively new concept that focused on staff retention, and explained better quantitatively and beyond traditional turnover theories. Due to the complexity of theory of job embeddedness, the popularity and applicability of job embeddedness alone has not been high comparing to traditional constructs.

The addition of some organizational behaviour constructs, like organizational culture and commitment in this thesis, as antecedents of job embeddedness will expect to increase its popularity and applicability. With reference of the previous researches, the relationships among job embeddedness, organizational culture and commitment, and stay intention seemed to be established.

This thesis is organized into seven chapters. Chapter 1 includes background of the problem (including motivation aspects of study), relations among the research constructs, research questions, objective, research setting/approach, significance/ expected contribution of the study. Chapter 2 is a review of relevant literature utilized to develop the theoretical background for the study. Chapter 3 is the research framework and the process of its formation, which is where the formal hypotheses and

research framework are introduced. Chapter 4 discusses the methodology to be utilized in this study, including the sample type, the survey instrument, survey method and data collection, and analysis methods. Chapter 5 analyzes the quantitative results and tests of the hypotheses results, Chapter 6 analyzes the qualitative results and the application of research result, Chapter 7 focuses Discussion and finally, Chapter 8 talks about Conclusion.

CHAPTER 2

LITERATURE REVIEW

2.1   Chapter Introduction

In the last chapter, the research context, objective, questions, boundary, setting and approach have been set up. The related constructs are job embeddedness, stay intention, organizational culture and commitment. In this chapter, turnover and retention researches and contributions in the past decades will be summarized. Afterwards, job embeddedness, one of the research focus in this area in 21st century, will be elaborated in connection with the present research. Other related constructs, stay intention, organizational culture and commitment will be illustrated. Finally, the literature gap will be discussed.

2.2   Staff Turnover Theory and Research in past decades

The staff turnover and retention problems have been a hot topic for scholars and practitioners alike for a century. The research stages in the past timeline can be broadly divided into "Birth of Turnover Research", "Formative Years of Turnover Research", "Foundational Turnover Models", "Normal Science: Theory Testing and Refinement", "The Counter Revolution: The Unfolding Model" and "21st Century Theory and Research". The Table 2.1 below shows the key contributions of each epoch of turnover research (Hom et al., 2017).

From the past researches, it can be seen that job embeddedness study has been a major direction of the research direction for studying staff retention. In the next section, the development of job embeddedness researches will be discussed.

Table 2.1   **Key Contributions of Each Epoch of Turnover Research**

Birth of Turnover Research

      Recognition of Turnover Costs

      Incipient Inquiry into Turnover Causes

Formative Years of Turnover Research

      Predictive Test Validation—weighted application blanks

      Centrality of Job Satisfaction and Organizational Commitment

      Realistic Job Previews

      Standard Research Design

Foundational Turnover Models

      March-Simon Foundational Constructs: Job Satisfaction and Job Alternatives

      Mobley, 1977 Model: Intermediate Linkages between Job Satisfaction and Turnover

      Comprehensive Taxonomies of Turnover Causes

      Rational Decision-Making: Job Comparisons based on Subjective Expected Utility

Normal Science: Theory Testing and Refinement

      Alternative Intermediate Linkages between Job Satisfaction and Turnover

      Theoretical Refinements of Price-Mobley Models

      Expanded Set of Causal Antecedents: Job Performance, Organizational Commitment, Labor
         Market Features

      Multiple Pathways to Leave, including Impulsive Quits

      Alternative Responses besides Quitting

      Hobos Drift from Job to Job

      Functional Turnover: Recognition that Turnover is not Always Bad

The Counter Revolution: The Unfolding Model

      Introduction of "Shocks"–Critical Events Prompting Thoughts of Leaving–as Key Turnover
         Driver

      Identify Multiple Turnover Paths: Script-Based, Job-Offer, Affect-Based Leaving

      Image Compatibility as Basis for Rapid Job Comparisons

      Turnover Speed–Leavers Prompted by Shocks Leave Quicker than Dissatisfied Leavers

      Pioneered Qualitative Methodology for Theory-Testing

21st Century Theory and Research

      Job Embeddedness–Identifying Job and Community Forces Embedding Incumbents

      Embeddedness by Proxy - Family Embedded in Job or Community

      Other Embeddedness Forms: Occupational and Expatriate Embeddedness

      Evolutionary Job Search Process–Dynamic Learning as Job Seekers Better Understand Labor
         Markets

      Employee-Organizational Relationships and Human Resource Management Systems as Influences
         on Collective Turnover

      Different Effects of Human Resource Management Practices on Good-Performer vs. Poor-
         Performer Turnover

      Relationships between Collective Turnover and Organizational Performance

Source : Hom et al. (2017, p.532)

2.3   Job Embeddedness Researches

In the 21st century, Mitchell et al. (2001) initiated job embeddedness to explain why staff stay and thus add-on the traditional inquiry into why staff quit. Although the manner of leaving is just the other side of staying, Mitchell et al. (2001) challenge that reasons for leaving and staying are not essentially opposites. For example, what causes one to quit (for instance, unfair or low salary) may be different from what causes one to stay (for instance, chances for development).

To define the latter case, Mitchell et al. initiated a causal formative measurement model covering on-the-job forces for staying—i.e., job fit, links, and sacrifices and also on the other dimension, off-the-job forces (i.e., community fit, links, and sacrifices). Then, embeddedness research has grown and clearly known that job embeddedness explains additional variance in turnover beyond that explained by traditional constructs, such as job attitudes and perceived alternatives (Jiang et al., 2012; Lee et al., 2014).

Embeddedness model also encouraged theoretical generalizations to explain different kinds of staying (Kiazad et al., 2015). Outspreading this model cross-culturally, Ramesh and Gelfand (2010) not only confirmed the basic model in India, but also developed "family embeddedness", including the family's pride in the employment of a family member, the benefits to the family from the employment company (e.g. medical & dental insurance), and the family links to the company personnel. "Unlike individualists who stay to fulfill self-interests, they claimed that Indian collectivists often join and remain in organizations to satisfy family needs, status, or obligations and they found that family embeddedness explains unique variance in turnover in India but also in America" (Ramesh and Gelfand, 2010).

There are other studies that have confirmed the significance of the job embeddedness construct. Mitchell et al. (2001) and Lee et al. (2004) confirm that "job embeddedness explained significant incremental variance in turnover over than that of by job satisfaction, organizational commitment, job alternatives, and job search". "Job embeddedness model is found to be a more powerful predictor in comparing with the traditional models of undesirable turnover" (Besich, 2005).

In addition, Lee et al. (2004) find that "job embeddedness is also found to influence some other significant organizational consequences like willfully absences, organizational citizenship behavior, and job performance". These researches confirm the theoretical and empirical strength of the job embeddedness construct (Lee et al., 2004). Previous research has studied the antecedents of job embeddedness, though in a very limited way. Giosan (2004) finds that "age, strength of attachment, number of children, personality traits, perceptions about work, and perceptions about mating opportunities influence different dimensions of job embeddedness".

Another research finds that "socialization tactics influence newcomer turnover by embedding new employees more extensively into the organization" (Allen, 2006). This is a very important finding because a company can manage its socialization plans. Yao (2010) also confirm that "selection and socialization process, organizational justice, and job characteristics can influence job embeddedness as well". Researches have demonstrated that job embeddedness is a very significant construct in relation with undesirable turnover. Job embeddedness is also significant in predicting other major organizational consequences such as absenteeism, job performance, and citizenship behaviors. Additionally, these researches suggest that a variety of personal and organizational factors can affect job embeddedness. The number of researches in

job embeddedness is relatively less than other traditional construct like organizational commitment, job satisfaction etc. Though, it is worthwhile to read the results of all these studies recently. The studies (Table 2.2 refers) mainly showing the relation of job embeddedness and turnover intention. It is useful to identify the construct related to turnover. From the table, it can be showed that the relationship between among job embeddedness, organizational culture and commitment, and stay intention was seldom to be researched.

2.3.1   Criticism and Deviations on Job Embeddedness

Although a large body of work identifies the benefits of job embeddedness, emerging research increasingly documents adverse effects. Specifically, Ng and Feldman (2010) noted "declining social capital development among embedded incumbents, presumably because they had already amassed social contacts and felt less need to cultivate new ones". Ng and Feldman (2012) further documented that "rising job embeddedness over time escalates work family conflicts". Finally, Huysse-Gaytandjieva, Groot, and Pavlova (2013) described how the experience of being trapped in a dissatisfying job ("job lock") impairs employees' mental health.

Concerning to the slim definition of community embeddedness, Feldman et al. (2012) similarly conceptualize that "family embeddedness in the community also matters—even to Americans—who may stay in a job or community they dislike because relocating would upset spousal careers or children's education". Mitchell et al.'s (2001) original view of community embeddedness thus under-represents how families can embed employees (though their community embeddedness index taps employees' marital status and number of relatives living nearby) when families too are embedded in the organization or community (which Feldman et al. [2012] term "embeddedness by proxy").

Moreover, Feldman and Ng (2007) conceived "occupational embeddedness," identifying specific forces relevant to occupations, such as industry contacts, involvement in professional societies, compatibility with occupational demands and rewards, human capital investments, and occupational status. This embeddedness form does not necessarily promote loyalty to organizations as people embedded in professional fields may quit to practice or hone their professional skills elsewhere.

 Further, Tharenou and Caulfield (2010) adapted Mitchell and Lee's (2001) theory to explain why expatriates would stay abroad instead of repatriating, noting that they can become embedded in overseas assignments if they derive career benefits there and fit the foreign culture.

Finally, Reiche, Kraimer, and Harzing (2011) established that "in patriates (i.e., foreign nationals from offshore subsidiaries assigned to corporate headquarters) who fit the headquarters, have trusting headquarters ties, and would give up career prospects available from headquarters if they leave, become embedded abroad and thus are less likely to return home".

Besides applying Mitchell et al.'s (2001) theory to other forms of staying, scholars explored indirect embeddedness effects. In particular, studies report that "job embeddedness can attenuate shocks' deleterious consequences" (e.g., higher quit intentions; Burton et al., 2010; Mitchell & Lee, 2001), "while showing that employees whose colleagues or superiors are embedded are less quit-prone" (Felps et al., 2009; Ng & Feldman, 2012).

Apart from loyalty effects, Lee, Mitchell, Sablynski, Burton, and Holtom (2004) revealed that "job embeddedness enhances job performance and organizational

citizenship", "unifying two distinct research traditions on employee decisions to perform and participate" (March & Simon, 1958). While turnover theorists invoke different explanatory constructs for these decisions, Lee et al. (2004) observed that "embedding forces underlying decisions to participate can shape decisions to perform", consistent with Meyer, Becker, and Vandenberghe's (2004) "integration of commitment and motivational models to explain varied work behaviors, including leaving".

Table 2.2 Summary of job embeddedness studies

Researched by	Method of Research	Sampling means	Outcomes
Mitchell et al. (2001)	Cross-sectional survey with longitudinal follow up to decide actual turnover 700 staff of grocery store and 500 hospital staff	700 staff of grocery store and 500 hospital staff (150 nurses)	• Introduced the construct job embeddedness • job embeddedness forecasted quitting intention and quitting • job embeddedness predicted better than job satisfaction, work search or organizational commitment on voluntary turnover
Sablynski et al. (2002)	Theoretical	NA	• Integrated Hulin et al. (1985)'s turnover factor, Lee & Mitchell's (1994) unfolding theory of staff quitting and job embeddedness • job embeddedness bounces undesirable matters or spirits and supports connection
Lee et al. (2004)	Cross-sectional study	840 staff of a huge commercial company	• Differentiated job embeddedness into job and non-work areas • job embeddedness influenced the results of performance, absences, and citizenship on quitting • non-work embeddedness was adversely associated with quitting and

			absenteeism • Job embeddedness was associated with performance and citizenship
Holtom & O'Neill (2004)	Cross-sectional studies with follow-up in longitudinal method to find out real quitting	700 staff of a grocery shop and five hundred hospital staff (150 nurses)	• job embeddedness explains for the variance in quitting exceed of that forecasted by all major studies of quitting • The pedals for affecting retention are alike for nurses as for other healthcare employees
Cunningham et al. (2005)	Cross-sectional studies	215 softball coaches and 190 staff	• Contrasted the composite job embeddedness questionnaire with a global item (one question for every area of job embeddedness) instrument of job embeddedness • Reinforced job embeddedness's validity on predictive, convergent, and discriminate • Concluded highly support for the global item job embeddedness questionnaire
Cohen (2006)	Theoretical	N/A	• Apply job satisfaction with job embeddedness as constructs to keep skilled nurses
Holtom & Inderrieden (2006)	Cross-sectional study	5,800 persons who participated the GMAT test	• Incorporated job embeddedness in quitting path model • The amplitude of embeddedness reveals the dis-satisfaction or a shock is conducted. • Low amplitude of job embeddedness imply that a "dissatisfaction" or "shock" are likely to cause an actual quitting
Allen (2006)	Cross-sectional electronic survey	260 staff with a service year at a big commercial company	• Socialization strategies allows companies to retain their new staff • monetary and Collective strategies

			were connected with job embeddedness • job embeddedness is inversely associated with quitting
Holtom et al. (2006)	Secondary study	Current cases of Fortune 100 companies	• Connection between social capital and job embeddedness • job embeddedness as construct to retain staff supported by day-to-day cases
Mallol et al. (2007)	Cross-sectional mailed study	420 staff in bank	• job embeddedness is a strong forecaster for retaining staff in different group of staff • job embeddedness helps to make retention scheme for management.
Crossley et al. (2007)	Cross-sectional survey	320 staff social service institution	• Integration of job embeddedness with classical theory of voluntary turnover • Global questionnaire vs conventional questionnaire in job embeddedness
Halbesleben & Wheeler (2008)	Longitudinal study	570 staff in different populations	• job embeddedness and Engagement seem to be unique variables • job embeddedness and Engagement relate with quit intention and job-performance
Sekiguchi et al. (2008)	Cross-sectional study	840 staff of a big commercial company	• work and non-work areas of job embeddedness • job embeddedness influenced the relationship of performance, citizenship and absences on quitting • non-work embeddedness was inversely linked to absenteeism and quitting • work embeddedness was connected with performance and citizenship
Tanova & Holtom	Cross-sectional study with	10,000 staff of different	• quitting intention affected by inter-connection of staff,

(2008)	longitudinal survey on actual quitting	professions in 4 European countries	company and community. • job embeddedness got better forecast with quitting further from demographic, quitting behaviour and ease of relocation.
Hom et al. (2009)	Cross-sectional and longitudinal study	950 Chinese managers joining MBA course and 525 Chinese managers from 40 companies	• Examined social exchange and job embeddedness effectiveness in influencing The relation relationship of staff and company was influenced by the effectiveness of job embeddedness and social exchange • The staff and organization relation was mediated by job embeddedness
Jiang et al., (2012)	Cross-sectional study	65 independent samples from a population of 42,907 staff of public organization	Overall model of the relationships between job embeddedness and turnover outcomes.
Reitz, (2014)	Theoretical	N/A	The concept of JE and its relationship to nurse retention demonstrates recognition of the importance of community factors as well as organizational factors in the role of nurse retention
Kiazad et al., (2015)	Theoretical	N/A	Integrating the expanding job embeddedness (JE) literature, in this article a multi-foci model of JE that is theoretically grounded in conservation of resources theory.

2.3.2   Work and Non-work Dimension of Job Embeddedness

By the research of Mitchell et al. (2001), job embeddedness comprises of three parts: (1) Links - the extent to which an individual has connections with other people or activities, (2) Fit - the extent to which their work and societies are alike to or fit with other features of their lives, and (3) Sacrifice - refers to the easiness with these links

25

can be disconnected (i.e., the things staff would give up if one left his/her company). Each area is related to both work and non-work dimension. The job embeddedness construct introduced by Mitchell et al. (2001) is a significant development in turnover/retention research. Because job embeddedness consists of work and non-work reasons, it combines not only the organizational factors, but also the level of linking to an individual's community/society. Job embeddedness also comprises of different factors that combine more complete factors that influence staff's decisions to quit or retain with an organization/company.

2.3.3   Further Development of Job Embeddedness

Although the theoretical advancement of job embeddedness relating Stay/Turnover Intention, the relative its popularity of practical application comparing with other turnover related constructs is still behind (in terms of published articles). One of the reasons may be the difficulty of its applicability to the workplace due to the complexity of the theory in practical and statistical considerations (Crossley et al., 2007). The extension of usefulness of job embeddedness with other organizational behaviour practical constructs or concepts, like organizational culture and commitment, as antecedent similar to the direction of the previous researches (Giosan, 2003; Yao, 2010; Allen, 2006) will sure extend the practicability of job embeddedness in terms of influencing staff retention more extensively to the organization/company.

2.3.4   Organizational Commitment

Organizational commitment is a popular construct for academic and business study indicated by the amount of pervious published paper. Although many researches have been carried out, there is some degree of uncertainty concerning reasons, results,

26

and the definition of the variable. Reichers (1985) reveals that the various researches are deficient in exactness and ended in idea redundancy.

From Meyer & Allen (1997), "Organizational commitment is a multi-dimensional construct, affected by a list of factors or work-related behaviors". Lately, more studies still proposed "that affective commitment to the company has the strongest relationships with desired consequences" (Meyer & Allen, 1997). They reveal that the sign proposes that normative commitment may connect to right organizational behaviours, however, the associations are normally not as solid nor as extensive as that of affective commitment. They also note that unique among the various commitment dimension aids to describe the limits of the multi-dimensional variable.

As commitment is viewed as a single factor, major meanings place on a strong stress on affective dimension. The multi-dimensional theory of Meyer and Allen (1997) identifying commitment as a multi-dimensional construct divided into three different areas: (A) affective, (B) continuance, and (C) normative commitment. Affective commitment denotes to one's 'sense of connection' (with his/her company), whereas continuance commitment happens as side bets are ended by the one that influence inertia or action (response that one must retain within the company). Normative commitment, the belief of obligation, creates as a function of acquired behaviour, if it is family or organizational. Ones can show high or low amplitudes of one or all three areas of commitment.

In short, there is sufficient study to back the linking of organizational commitment as forecaster for quitting. March and Simon (1958) considered of staff expectations on equilibrium recognized the need for a better aware of the causes and quitting behaviours leading to voluntary quitting. Whereas the March and Simon

theory of voluntary quitting include perceived job satisfaction, organizational commitment, and perceived existence of job options, Steers and Mowday (1981) accepted that the impact of non-work related reasons on quitting decisions. Lee and Mitchell (1994) discovered that shocking experience ended in voluntary quitting.

 Developing on their work, Mitchell et al. (2001) developed the embeddedness variable to gauge the non-work effects on the stay/quit intention. The model included areas embeddedness with perceived work options, organizational commitment and job satisfaction, whereas considering work and non-work effects on quit/retain decisions. The embeddedness theory identifies the drives that *link* the staff and one's family to the hiring company and the community, how well the staff and one's family *fit* into the company and community, and finally, the *sacrifices* the staff and one's family will suffer if the staff would decide to quit the company or community. The intersection between the classic model of voluntary quitting and the job embeddedness theory happens in the organizational commitment construct.

However, job embeddedness does not openly measure organizational commitment, it only chooses features of the area described by Allen and Meyer (1990). If organizational commitment of a staff is high in a company, it means that the power of the company to retain its valued staff is also high. Affective commitment to a company is discovered to be the forecaster of retention (Meyer et al., 1993). Organizational commitment model by Meyer and Allen (1991) is the currently most referenced by the current literature.

2.3.5 Organizational Culture

Organizational culture is described by "the pattern of beliefs, basic assumptions and core values it stands, framework it assumes for explaining what is occurring and

methods it assumes in tackling difficulties of external adaptation and internal integration" (Schein, 1990). Culture confers "an organization a unique identity and provides meaning and context for all activities performed in the organization" (Schein, 1990). It assists staff "to express their uniqueness and influences their commitment to organization" (Jandeska and Kraimer, 2005).

An organizational culture is a sub-system of a bigger setting in culture. For instance, in a huge and varied company, culture can be multifaceted and can lay many sub-cultures, as there are different clusters of staff with alike thinking and attention. Siehl and Martin (as cited in Hatch and Cunliffe, 2006) defined "many subcultures and their relationships within an organization. The dominant subculture is put forward by top management and is referred to as corporate culture. National culture, local culture, department culture and work group culture – all blend together and form various subcultures within a single organization." Organizational culture definition of this research was based on the corporate culture of the research company as it is the controllable factor of the company to effect appropriate procedures and policies, as a means to increase retention of staff.

Researches have showed that members' perceptions of the type and power of organizational culture is an important part of management of human resources. Component of human resource management, change management, leadership, and work-related behaviours and attitudes that can influence performance of job (Allen, 2006).

From the recent research, organizational culture has been shown to represent a key role in the satisfaction of a job (Adkins & Caldwell, 2004) and higher retention rates among personnel (MacIntosh & Doherty, 2005). The multi-dimensionality of organizational culture is steadily showed in research which has proved that some parts

of culture are more significant to job satisfaction and quit intention than others (MacIntosh & Doherty, 2005).

Egan et al. (2004) inspect the connections among intent to quit, job satisfaction and organizational culture, theorizing that culture will affect job satisfaction and that both factors will influence the quit intention. The theory was established on the reliable indication of the opposite relation between intent to quit and job satisfaction (Sablynski et al., 2002), and the concern in further investigating the position of organizational culture in connection among those constructs. Egan et al. (2004) find the strongest support for a mediated theory whereby organizational culture impacts job satisfaction which significantly impacts staff turnover intention. However, they note that the direct impact of culture on the staff' turnover intention in their study may have been compromised by poor scale reliabilities (Egan et al., 2004). They recommend further examination of the relationships between culture, job satisfaction and turnover intention.

As commented by Ritchie (2000), "organizational culture has the possibility to affect the company's preferred results such as productivity and commitment." Many scholars propose that some parts that define the organization's behavioural atmosphere, i.e. its commitment and culture, can affect the result of the complex and risky events. Building on their work, the theoretical theory of the influence of organizational culture, and stay intention forms guiding part of this study.

2.3.6   Stay Intention

The fourth construct of the framework, stay intention gauzes a staff's intention to stay in his/her company/organization. As defined by Good, Page and Young (1996), "the measure represents as a predictor of staff turnover. Good et al., (1996) reported coefficient alphas of .82 and .80 for the entry-level and upper-level respondent samples,

respectively. No specific examination of scale reliability" was reported by Good et al., (1996) "who examined the relationship of a set of antecedent constructs (role conflict and ambiguity, work family conflict, job satisfaction, organizational commitment, and intent to leave) in explaining turnover of retail managers".

Good et al. (1996) also quoted that "work-family conflict was found to increase intentions to leave in entry-level management respondents only, and job satisfaction did not significantly influence intention to leave for either sample group. Higher scores on this seven-point Likert-type scale will indicate a greater intention to stay with the organization."

"Intent to stay is defined as the staff's perception of the likelihood of staying in his/her present job" (McCloskey & McCain 1987). Ellenbecker (2004) examined "the variables that predict intent to stay and retention and reported that job satisfaction is the strongest predictor of intent to stay and retention".

Other researchers examining job commitment, demonstrated that "when nurses are committed to their profession and are satisfied with their current jobs, they have a lower tendency to leave their occupation" (Mitchell et al. 2001, Kovner et al. 2009).

In the literature on intention studies, researchers have a propensity to use the terms quit and stay intention at the same time as the measures used to gauge these terms include items about quitting and staying (Kovner et al., 2009). Kovner et al. (2009) further asserted that "for uniformity and ease in discussing their findings they used the term intent to stay". "Different factors may prevent employees from translating intention into behavior so in studying turnover researchers tend to focus on turnover intentions instead of actual turnover" (SamGnanakkan, 2010). Consequently, intentions suggest that "how individuals might behave in unconstrained environments" (SamGnanakkan, 2010).

From the aim of the planned study, the term stay intention will also be used for clarity and consistency. In search for greater understanding and control of the discrepancies in the quitting measure, researchers have changed their emphasis from questioning Staff's causes for quitting to find out staff's reasons for staying (Holtom et al., 2008).

"Intent is a good indicator of actual turnover" (Böckerman & Ilmakunnas, 2009). Though, notwithstanding primary indication that intentions are the best forecasters of behaviours, some researchers have pointed out "conflicting behavior displayed by individuals with intentions and actual quitting as some individuals with intentions to quit their jobs actually still stay in the jobs" (Labatmedienė et al., 2007).

2.4   Literature Gap

There are two important gaps in the job embeddedness literature that need further research. First, there is not much research of the organizational behaviour in relation to job embeddedness. Although Allen (2006) investigated how organizational socialization tactics influence the job embeddedness of newcomers, the impact of many other important organizational constructs, like organizational commitment (it is a construct that has been used in numerous researches concerning undesirable turnover in companies/institutions. It has been consistently linked with withdrawal cognitions, resulting in withdrawal behaviors) and organizational culture ("it is a comprehensive concept that includes belief, ideology, custom, norm, tradition, knowledge, and technology, and is an essential factor that influences the behavior of an organization and its members" (Allen, 2006)) have not been investigated in connection with job embeddedness.

Furthermore, there have been not many studies which investigate the manner by which these organizational behaviour constructs impact job embeddedness. Prior

research (e.g., Allen et al., 2003) has shown that perceived organizational support, based on social exchange theory, plays a mediating role in the relationship between organizational factors (such as human resource practices) and employee outcomes (such as organizational commitment and undesirable turnover) or influence of some selected human resources practices on job embeddedness in later years (Bambacas and Kulik, 2013). However, there has not been too many studies which investigates whether organizational culture and commitment influence the relationship stay intention via job embeddedness.

Second, there have been a limited number of studies which examine the job embeddedness construct in different workforce populations or cultures. Most of the researches to date have been conducted in the USA and were limited to a few companies/institutions in a small number of sectors, which restricts the applicability of their research results. Thus, more studies need to be carried out in different settings in other countries, so as to better comprehend the job embeddedness construct. In the following sections, the research questions and the objectives of the current research will be presented in order to answer for these two gaps.

The definition of the two constructs and the role that they play in an employee's view of the effects on job embeddedness would be represented in the research model. Despite some sub-factors of culture and commitment seems to have some extent of the likeness with the constituents of job embeddedness, the factor structure of job embeddedness varies in major manners. Thus, the motive initiating this study was the need to understand the functions that organizational culture and commitment engaged in job embeddedness systems to influence the stay intention of a staff in a company or an organization.

2.5   Chapter Summary

This Chapter talks about the researches and literatures related to the current research. At first, the reasons for quit of staff is discussed. Then, turnover and retention researches, including related seminal works, more recent researches like, job embeddedness, organizational commitment and Culture, stay intention.   Finally, research gap to be address in the current research is discussed.

In the next chapter, the research framework and the formation of hypotheses will be discussed thoroughly.

CHAPTER 3

RESEARCH FRAMEWORK AND HYPOTHESES FORMATION

3.1   Chapter Introduction

In this chapter, the research framework will be set up after analyzing the relationship among the constructs. Then, specific relationships between the constructs will be critically investigated and specific hypothesis will be set one by one in supporting the proposed research framework.

3.2   Framework Overview

This section draws on the framework to answer the research question. The main focus of the study is to investigate the relationship among job embeddedness, organizational culture, organizational commitment and stay intention. The independent variable in this study is stay intention and the dependent variables are organizational culture and organizational commitment. Job embeddedness is utilized as mediator in the relationships between the dependent and independent variables (Figure 1.1 refers).

The study examines the relationships of job embeddedness, organizational culture and commitment specifically with stay intention. Subsequently, a study of the association between organizational culture and job embeddedness, between organizational commitment and job embeddedness are further proven. Finally, the mediating effect of job embeddedness between organizational culture and stay intention, between organizational commitment and stay intention were then proven by varies testing methods. Figure 1.1 shows the research framework in this study. The next section then discusses the research hypothesis by examining the relationship between the constructs of interest.

3.3   Framework Formation

3.3.1 Stay intention

Stay/quit intention is identified as a behavioural intention subsequent from company rules, labour market characteristics, and staff perception. Data from 450 top level executives of one Fortune 100 firm were analyzed and indicated that integrated with managerial group, prospect perceptions and job satisfaction were the most important factors of retainer from others. Alternate job option was an important forecaster of association in a group considering leaving, as was having been passed over for a promotion (Gaertner & Nollen, 1989). Organizational uncertainty increases staff's tendencies to leave their jobs whether or not their work stability is endangered. The continuance of uncertainty rather than the scale of the disturbance stressed the staff's skill to handle. High remuneration and longer service time decrease the chance of turnover while serviced in a high-travel work rises it (Schellenberg, 1996). Most of the researchers agree the evidence of stay/quit intention of a position with a company is the last mental stage in the decision-making process of voluntary quitting (Steel and Ovalle, 1984).

3.3.2 Job Embeddedness and Stay Intention

From Mitchell et al. (2001), the job embeddedness construct is comprised of three parts, comprising:

(a) the degree to which staff have links to other staff or events. Links is denoted as relations a staff and his/her family have in a monetary, mental and social network that comprises co-workers and off job society, and surroundings in which the staff resides. More connections between the staff and the company, implies a staff is rooted to the position and the company more deeply both by the job itself, and by emotional attachment;

(b) the degree to which the works and societies are related to or fit with other dimensions in one's life spaces. Fit is denoted as the recognized matching of a staff with a company and with one's surroundings. The theory of job embeddedness (Mitchell et al., 2001) proposes that a staff's self-values, job targets, and tactics for the upcoming should fit with the bigger company culture, and the requests of his/her instant work. A staff will believe how well one fits the surroundings: The better the fit, the bigger chance that a staff will attach to the company by the job and community reasons.

(c) The difficulties to break the links - what the staff will lose when they quit, especially they had to reside in other places. The more a staff will surrender when quitting the job, the more difficult for one to decide. There were researches showing that the charm of the remuneration packages, position status and promotion in the companies, are inversely connected with turnover intention (Shaw et al., 1998). These three new variables, defined as organizational links, fit, and sacrifice, had been ignored for most of the turnover research literature in the past.

Job embeddedness is a multi-dimensional construct that emphases on the issues that make a person more probable to *stay* in his/her work, namely the work and social, non-work parts that are established over a period of time. From Mitchell et al. (2001), "Embeddedness suggests that there are numerous strands that connect an employee and his or her family in a social, psychological, and financial web that includes work and non-work friends, groups, the non-work, and the physical environment in which he or she lives" (p. 1104). "The theory tries to group the total forces that encourage an individual to stay in a particular job or refrain from leaving, even if she or he thinks about leaving due to particular circumstances (e.g., getting another offer, company relocation to a non-preferred location). Individuals who are

high on a job embeddedness scale might choose to stay with an employing organization, even if circumstances are less than ideal" (Mitchell et al., 2001).

From the above arguments, we hypothesize as follows:

H1 : Job embeddedness has a positive impact on stay intention

3.3.3   Influence of Organizational Culture and Commitment on Stay Intention

Organizational commitment to an organization is an attitude or an orientation that connects the identification of the staff to the company/organization. From Meyer and Allen (1991), the commitment variable comprises of obligation, need and desire which are denoted by affective, normative and continuance organizational commitment. Meyer and Allen (1997) commented that affective commitment denotes to the link to the organization, while continuance commitment happens when side bets are created by the person that affects action or inertia. Normative commitment, the belief of responsibility, grows as a role of acquired behaviour. Individual scans display intense and reduced intensity of other kinds of commitment. Some recent studies still propose that affective commitment to the company is the most representative and most reliable relations of organizational commitment with positive results.

There are lots of definitions of organizational commitment in the previous researches. However, Allen and Meyer (1991) three dimensional model (with affective, continuance, and normative dimensions) is the most popular one.

The extent of staff's commitment to the company may be a measure of how well in keeping their good staff. It has been discovered that having affective commitment to a company is the most important sign of retention (Meyer et al., 1993), hence, affective commitment would be focused on this research. Affective commitment explained a staff's emotional affection to, recognition with, and

association with a company, and it results in the staff's desire to stay with the company. Schoemmel and Jønsson (2014) conclude that "Affective commitment to the department is related to intention to quit the department and the organization".

Hence, from the arguments, it can be hypothesized:

H2 : Organizational commitment has a positive impact on stay intention

Organizational culture is the behaviours of staff in a company/organization and the denotation that members connected with those behaviours. Culture comprises of the belief, habits, vision, norms and systems of the organization. Culture is the array of those behaviours that are educated to new members as a way of recognizing. Organizational culture influences the methods that person and groups react with others. It is also a group of shared intellectual norms that lead the explanation in organizations by describing suitable behaviour for different cases (Ravasi and Schultz, 2006). Organizational culture can influence the identity of staff with a company/organization. In this research, the content of the organizational culture will be based on practices of Information Sharing, Fair Rewards, Empowerment, and Competence Development (Sawalha et al., 2012).

Organizational culture is usually known as the beliefs and values that helps guiding and coordinating staff behaviour. Results produced at a research with organizational culture impact on job satisfactory and turnover intention by MacIntosh and Doherty (2005) suggested that organizational culture explained 50.3% of the variance with intention to leave the organization. For other studies, organizational culture has been shown to play a key role in higher retention rates among personnel (Egan et al., 2004).

Hence, it can be hypothesized:

H3 : Organizational culture has a positive impact on stay intention

3.3.4 Organizational Commitment and Job Embeddedness

Refer to the researches undertaken by Meyer and Allen (1991), identified three types of organizational commitment: affective, continuance and normative.

Affective commitment is "defined as employee emotional attachment to, identification with, and involvement in the organization and its goals. It results from and is induced by an individual and organizational value congruency" (Meyer and Allen, 1991). As a result, it "becomes almost natural for the individual to become emotionally attached to and enjoy continuing membership in the organization" (March & Simon, 1958; Meyer & Allen, 1984). Mottaz, (1988), "identified factors which help create intrinsically rewarding situations for employees to be antecedents of affective commitment. These factors include such job characteristics as task significance, autonomy, identity, skills variety and feedback concerning employee job performance, perceived organizational support or dependence (the feeling that the organization considers what is in the best interest of employees when making decisions that affect employment conditions and work environment), and the degree that employees are involved in the goal-setting and decision-making processes" (Meyer and Allen, 1991). For this commitment, the 'links' dimension of job embeddedness seems to be related for the bonds between colleagues formed will make one's retaining in the company in the emotionally senses.

Continuance commitment is "defined as willingness to remain in an organization because of personal investment in the form of nontransferable investments such as close working relationships with coworkers, retirement investments and career investments, acquired job skills which are unique to a particular organization, years of employment in a particular organization, involvement in the

community in which the employer is located, and other benefits that make it too costly for one to leave and seek employment elsewhere" (Meyer and Allen, 1991). Similarly, the 'sacrifice' dimension of job embeddedness seems to be related for the cost consideration of quitting the company.

Normative commitment is "induced by a feeling of obligation to remain with an organization" (Meyer and Allen, 1991). Such a feeling of obligation often results from what Wiener (1982) characterized as "generalized value of loyalty and duty". "This is an almost natural pre-disposition to be loyal and committed to institutions such as family, marriage, country, religion and employment organization as a result of socialization in a culture that places a premium on loyalty and devotion to institutions" (Wiener, 1982). This view of commitment holds that an individual demonstrates commitment behavior solely because she or he believes it is the moral and right thing to do. Tessler and Schwartz (1972) "identified personal norms as the factor responsible for what Wiener referred to as an internalized normative pressure, that makes organizational commitment a moral obligation because the individual feels he or she ought to do so". "This feeling of moral obligation is measured by the extent to which a person feels that he or she should be loyal to his or her organization, make personal sacrifice to help it out and not criticize it" (Wiener, 1982). For this comment, both 'fit' and 'sacrifice' dimensions will be related.   As an individual's loyalty with a company will imply to the 'fitting' of one's values, career goals and plan with the company, one will not leave the company as he/she will 'sacrifice' as the company has offered so much to the staff.

Thus, we use it for comparison with the definition of job embeddedness. By definition, it is obvious that there are lots of differences between the two constructs. For similarity, we can point out that the 'fit' factor of work dimension of job

embeddedness may represent some positive 'affect' to the work in the intellectual side which a bit resemble with affective commitment, and both are related with all the levels of needs theory. For normative commitment dimension, the Allen and Meyer model presents normative commitment is a sense of obligation. People stay because they feel they ought to, in a way that some of our organizational links (in work dimension of job embeddedness) may build up a sense of obligation to other colleagues. The Continuance commitment dimension has some areas that are quite similar to our sacrifice part of the work dimension of job embeddedness.

In short, staff become embedded as a function of the totality of forces that entangle them in companies. The antecedent forces may be influenced by organizational commitment in each dimension of job embeddedness. Another organizational behaviour construct, organizational culture, should also have linkage with job embeddedness. Hence, it can be hypothesized:

H4 : Organizational commitment has a positive impact on job embeddedness

3.3.5 Organizational Culture and Job Embeddedness

Organizational culture can be defined as "the pattern of basic assumptions, beliefs and core values it holds, framework it adopts for interpreting what is happening and approaches, it adopts in solving problems of external adaptation and internal integration" (Schein, 1990). "It gives an organization a unique identity and provides meaning and context for all activities performed in the organization" (Gagliardi, 1986; Schein, 1990). "It helps staff to define their identity and influences their commitment to organization" (Jandeska and Kraimer, 2005).

An organizational culture is a sub-system of a much larger cultural context. In a large company, culture can become complicated and can generate many sub-cultures, as there are distinct groups of staff with similar understanding and interest. Siehl and

Martin (as cited in Hatch and Cunliffe, 2006) defined as many sub-cultures and their relationships within a company. The dominant sub-culture is put forward by top management and is referred to as corporate culture.

In the current study, the meaning of corporate culture was assumed as the key direction of organizational culture. As these factors of corporate culture can be more easily formulated and implemented by organization in achieving the company objectives. Organizational culture is related to staff work attitudes and organizational performance. Organizational culture has been classified in many ways. The following definition fits more to the practical application of the construct.

Organizational culture, defined as "the way things are done in an organization and forming behavioral expectations and norms, is examined in the following three aspects: achievement /innovation /competence (AIC), cooperation/ supportiveness/ responsiveness (CSR), and emphasis on rewards (ER)" (Miseung, 2010). AIC consists of staff behavioral expectations and norms: (a) "to set challenging goals, establish plans to reach those goals, and pursue them with enthusiasm" (Cooke & Szumal, 2000); (b) "to participate in decisions affecting their work, develop professional skills and behavior, and engage in interesting and innovative tasks" (O'Reilly et al., 1991); and (c) "to acquire sufficient knowledge and be competent for providing high quality of services" (Glisson, 2007).

CSR comprises of staff behavioral expectations and norms related to: (a) "being supportive, constructive, performance and professional growth, and rewards" (O'Reilly et al., 1991); (b) "being open to influence in their dealings with one another" (Cooke & Szumal, 2000); (c) "being friendly, cooperative, and sensitive to the satisfaction of their work group" (Cooke & Szumal, 2000); (d) "placing the well-being of their client

first and having the organizational responsibility (or authority to response) needed for serving their clients" (Glisson, 2007).

ER is "staff behavioral expectations and norms related to being-well paid for their performance and having their job fit with their life" (O'Reilly et al., 1991). This study assumes that positive organizational culture, as defined by constructive behavioral expectations and norms, might be negatively associated with employee's staff quit intention. Organizational culture is related to staff work attitudes and organizational performance. In the perspective of organizational behaviour of this complex construct, 'Fair Reward', 'Supportive' and 'Competence Development' culture is assumed in this research for comparison with other constructs.

The job embeddedness construct characterizes "a broad set of influences on an employee's decision to stay on the job" (Holtom et al., 2006). It emphasizes on the assembly of relations an individual staff experiences through one's roles, experiences, relationships and responsibilities. As these inter-connections become more complicated, a staff becomes more embedded within the company/organization and is less likely to quit.

Job embeddedness theory considers three dimensions (links, fit and sacrifice) that entangle staff in company/organization. Links are the "formal or informal connections between a person and institutions or other people" (Mitchell et al. 2001, p. 1104). Supportive culture may create links between supervisor/staff and staff themselves as a supportive team. The more links that connected the staff with other personnel in one's organizational, the more reluctant the staff will be to quit as quitting may require disconnect or re-arranging those links (Mitchell et al. 2001).

The second aspect of job embeddedness, fit, is "an employee's perceived compatibility or comfort with an organization" (Mitchell et al. 2001, p. 1104). A staff's

personal values, career goals and plans for the future must fit with the larger corporate culture and the demands of one's job. Then, longer stay will be expected. The importance of fit was shown by Westerman and Yamamura (2007) who researched on the behaviour of generations X and Y accountants. When the accountants' work environments provided chances matching their preferences for challenge, participation and goal accomplishment, they were more likely to stay longer in the organization. The better the fit, the greater chance that staff will feel professionally and personally connected with the company (Holtom et al. 2006).

Sacrifice, the final aspect of job embeddedness, is regarded as "the perceived cost of material or psychological benefits that may be forfeited by leaving a job" (Mitchell et al. 2001, p. 1105). For example, a group of medical salespersons from Belgian pharmaceutical companies intended to remain with their company because quitting would mean sacrificing considerable benefits such as a company car and company sponsorship travel to attractive places (Vandenberghe and Tremblay 2008). That is sacrifice on the 'emphasis on rewards culture' of the company. Additionally, losing a company with environment of 'supportive culture' costs too much for staff at a manufacturing facility to consider quitting from the company (Dawley, Houghton and Bucklew 2010). Financial (e.g. high salary or attractive bonus/benefits) and psychological (e.g. strong organizational support) losses would be suffered by leaving a company.

In short, staff become embedded as a function of the totality of forces that entangle them in companies. The antecedent forces may be influenced by organizational culture in each dimension of job embeddedness. Hence, it can be hypothesized:

H5 : Organizational culture has a positive impact on job embeddedness

3.3.6   Mediating Effect of Job Embeddedness

Collectively from the above discussion points, the extent to which companies nourish organizational culture and commitment may be different. In fact, it has been justified that strong in job embeddedness will lead to high Stay or low turnover Intention (Mitchell et al., 2001). Similarly, high in organizational culture/commitment will also lead to high Stay or low turnover intention (Egan et al., 2004; Meyer, Allen & Smith, 1993). Those companies tend to embed their staff to their jobs via generous systems, policies, programs (to their staff and/or their families), and these good practices will also contribute to the enhancement of positive organizational culture and commitment.

From the above arguments of relationship between organizational culture/commitment with job embeddedness, a staff's job embeddedness is believed to be determinants of one's stay intention. Furthermore, organizational culture and commitment of staff may enhance the impacts of one's attitude on stay intention. Therefore, job embeddedness should be included as mediator in the research framework. In this hypothetical relation, job embeddedness is considered as mediator: "mediator is a "third variable" that signify the generative mechanism through which the focal independent variables (i.e. organizational culture and commitment) is able to affect the dependent variable of interest" (i.e. stay intention) (Baron and Kenny, 1986). Hence, we hypothesize as follows:

H6: Job embeddedness will mediate the effect of organizational commitment on stay

intention

H7: Job embeddedness will mediate the effect of organizational culture on stay

intention

The overall research framework with hypotheses for this research is listed in Figure 3.1.
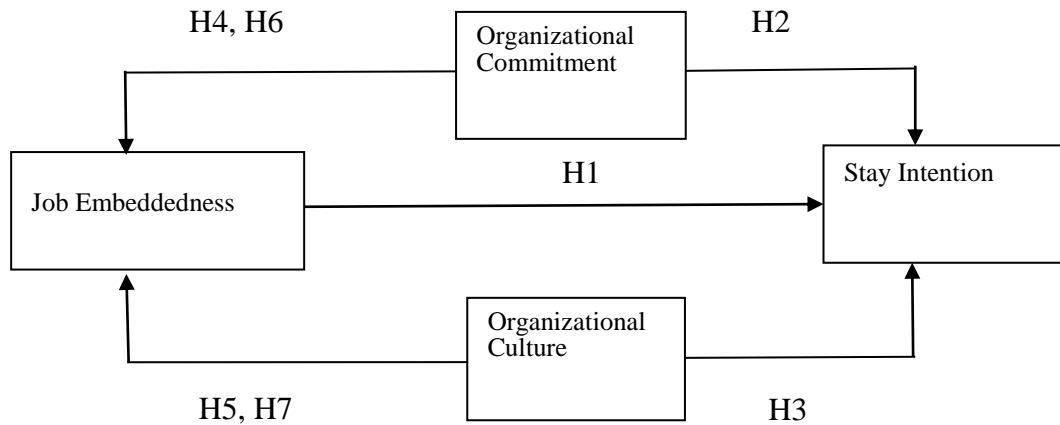
Figure 3.1   The framework of the research with hypotheses

3.4   Chapter Summary

For this chapter, it was started with the investigating the reasons for quit of staff. Some classic turnover researches/models were reviewed, like the work of March and Simon (1958), which was based on perceived ease of relation and perceived suitability of the job for the reasons of turnover. Then, the theory of Steers and Mowday was reviewed and it described the affective reactions affect need and quit/stay intention. That is, the model indicated that organizational experiences, values, job performance and job expectations as forecasters of the one's affective response to a job. Causes for the stay of staff, work satisfaction, work alternatives were discussed. Then, the concept of job embeddedness (a single construct that accounted for significant variance) was then introduced. Beginning with an overview of job embeddedness related study, the formation and structure of job embeddedness construct was analysed.

Two important behavioural constructs, the theories concerning with organizational culture and organizational commitment were analysed, further, their inter-relationship with job embeddedness and stay intention were critically investigated.

47

Finally, the formation of research framework, that is, job embeddedness should be included as mediator in the relationship between organizational culture and stay intention, and between organizational commitment and stay intention.

In the next chapter, it introduces the methodology to be used in this study, including the sample type, the survey instrument, survey method and data collection, and analysis methods.

Chapter 4

METHODOLOGY

4.1   Chapter Introduction

This describes the methodology adopted for the research. It discusses the research purpose, research questions, research design, the sources of information, quantitative and qualitative method, questionnaire formation and interview questions design, the sampling approaches, data collection procedures and instruments, data analysis, validity, bias and ethical considerations.

4.2   Research Purpose

The purpose of the study is to find out: (a) how job embeddedness (job embeddedness) apply to the niche market retail setting with frontline personnel in Hong Kong; (b) the role of organizational culture and commitment on the relationship between job embeddedness and stay intention in the same setting, and (c) the retention tactics related to the research company if the framework of the research is established.

4.3   Research Questions

Whether the job embeddedness (Mitchell et al., 2001) model is applicable to the niche market retail setting with salespersons in Hong Kong?   What roles does organizational culture and organizational commitment play on the relationship of job embeddedness and stay intention in the same setting? What retention strategy can be identified in the research for talent management?

4.4   Research Philosophy and Design

Research philosophy contains the assumptions of the way in which the researcher perceives the world. As the knowledge of the present research is based on the observed facts and some hypotheses will be tested. The idea of positivism will be

adopted. That is, the knowledge in searching exists externally, and it will be gauged by objective means, before being deduced using subjective means by intuition, reflection or sensation.

Research design is a comprehensive plan of implementing the research related to the research questions (Saunders et al., 2009). It offers the setting that the researcher can check on, like data collection and analysis etc. (Leedy & Ormrod 2005). On the whole, the research design is shaped by the approach of review and with careful thought of related issues. Though, the use of the right method is determined solely by the purpose of the study and the research question. Essentially, there are 3 typical research designs that are frequently exploited, especially in the social science studies arena, they are, qualitative, quantitative and mixed method methodologies.

The quantitative analysis method was "originally dominated in the field of natural science studies, but was later adapted in social science studies to predict shared patterns of human activities by formulating a set of probabilistic related laws" (Neuman, 1997). Singh (2007) viewed "quantitative studies as a way that primarily related to find out the association among the independent and dependent constructs to realize the answers to the research topic".

In the meantime, Blessing and Chakrabarti (2009, p. 79) confirm that "quantitative approach in research is applied to investigate or measure the degree in which phenomena occur". Leedy and Ormrod (2005) also provide the same answer when they point out that the quantitative analysis is all about finding out the possible association among the events without intending to realize the cause and effect relationships. For this research is descriptive in nature and tries to find out the relationship among job embeddedness, organizational culture and organizational

commitment, and not to establish causation among them. It is obvious that the selection of quantitative approach is applicable.

The qualitative analysis sees in different with the procedure of the quantitative analysis. "The qualitative method uses another way of study, data collection and data analysis for data analysis" (Creswell 2009). "Conventionally, this approach roots from the study of anthropology and sociology which stresses developing the narrative of the 'meaning' of phenomena for the people or culture under study" (Newman & Benz 1998, p. 9). "This method is the way that attempts to explain the human's feelings and their experiences through the comprehensive study in their natural settings without the use of quantification and measurement" (Neuman, 1997; Terre Blanche & Durrheim 1999).

The stress of qualitative research is on evaluation of manners, ideas, and behaviour in subject way. "The method takes distinctive measures in data evaluation which trust deeply on data image and text documents, though the result of the study produces outcomes in non-quantitative way or in a way that is not exposed to severe statistical analysis" (Creswell, 2009; Kothari, 2004). The use of qualitative approach is also unavoidably significant in the research in response to the research questions, as it permits for build-up of abundant data to the comparatively new arena of the studied constructs. The additional advantages of a wider research are priceless since it can enlarge the information collected from this method to provide more general findings.

The term mixed method essentially denotes to a research design that contains features of both quantitative and qualitative approaches. Creswell (2009, p. 165) defines mixed method study as:

"*the study that involves the collection or analysis of both quantitative and/or qualitative data in a single study in which the data are collected concurrently or sequentially, are*

given a priority, and involve the integration of the data at one or more stages in the process of research."

The above extract simply means that research that belongs to this methodology are those that include gathering and examining both types of data in the single research. "The interest of using mixed method approach is rising in acceptance and this method has been extensively adopted in a number of publications and research studies" (Becker 2007; Carr & Smeltzer 2002; Creswell 2009). The quoting represents acknowledgment of important progress in the mixed method approach, and it also represents the transformation in research methods study solely from the conventional quantitative and qualitative point of view.

Determined by the purposes of the research and the identified research questions, this research includes mixed method as the tactic to address the role of job embeddedness between organizational culture and stay intention, and between organizational commitment. The basis of combining both methods is to provide a better analysis of the research questions.

As there are confines in both qualitative-quantitative research methods, the use of mixed method can overcome or address some of the shortcomings of each method. For example, the qualitative method can provide insights concluded from the rich data which cannot be extracted from quantitative approach. Creswell and Clark (2007) clarify that "the combination of quantitative and qualitative method will include some triangulation parts that will offer advantages which can balance for the flaws of both approaches and thus enhance the reliability of the outcomes". "Since there are pros and cons of adopting qualitative and quantitative methods in a single study, the researcher in this research targeted to use the power of both approaches to get the synergy" stated by Creswell (2009).

There are 2 stages included in collecting the required data for this research. The quantitative research method is used as the first stage to illustrate the connection amongst the examined constructs. Then, qualitative research is used to reveal the landscape of the problem by collecting detailed information since very few researches have been done to gauge the relationship among the constructs involved. That is, the qualitative method in this research is used to help explaining the quantitative research findings.

Greene et al. (2008) introduced "five different objectives of mixed method evaluation design: triangulation, complementarity, development, initiation and expansion. This study falls under triangulation category" and Greene et al. (2008, p. 123) define it as "the use of multiple methods in investigating the same phenomenon, with offsetting or counteracting biases, in order to increase the validity of the inquiry results". "The basic idea behind the triangulation principle is that all approaches have biases and drawbacks. Yet, when these methods are used to study a given occurrence, the outcomes incline to converge or verify one to another and this will increase the precision of the findings, and reinforce the validity of the inquiry results" quoted by Creswell (2009, p. 17).

The nature of this research tends to be theory-building and thus was conducted as a mixed methods approach in an explanatory manner (Creswell et al., 2007). The mixed methods approach has its advantages over either quantitative or qualitative method.

As said earlier, there are 2 stages of collection of data connected with the research. The importance is allocated to the quantitative method followed by the qualitative method. The notation of this study can be viewed as: QUANTITATIVE + qualitative, and under this way, these resulted are matched and compared in the discussion section of the major findings section in the final Chapter. The first stage is collection of data in quantitative research which includes delivery of questionnaires to the selected sample and the second stage is gathering of interview information using qualitative method by using semi-

structured interview questions. The recommended strategy of inquiry for the above data collection approach under the mixed method design is known as sequential explanatory design. That is, the research is at first carried out quantitative data collection and data analysis, then followed by qualitative data collection and data analysis. Finally, entire analysis is then interpreted.

As illustrated by Creswell (2009), "there are six major mixed method approaches: sequential explanatory, sequential exploratory, sequential transformative, concurrent triangulation, concurrent nested and concurrent transformative". The sequential explanatory method is the most usual design method. The design starts first with data collection and analysis by quantitative method, and then is followed by the qualitative method. The design commands that two phases of data collection required to be combined in interpretation phase and not in the analysis stage. So, the findings from quantitative and qualitative stages will only be compared and combined in the discussion section. The main idea of this design of examination is to utilize the qualitative outcomes in clarifying the initial results generated from quantitative methods.

The logic for selecting the sequential explanatory method for the present research is because it is better for explaining and interpreting the relations among the researched constructs. Other reasons includes the simple type of the procedure, easy application and that the stages are clearly splitting into different phases - thus these characters can be regarded as the main advantage of this research method.

Besides, this research method allows reporting of the results into 2 separate phases though the final discussion will combine the outcomes from both methods. Therefore, it is a more appropriate way to use in the present research since it offers equal importance to both quantitative and qualitative method to attain the research objective though responding research questions, and is more suitable way than a single study. Explanation on other mixed methods mentioned above are listed in below table (Table 4.1).

The application of a closed-ended quantitative questionnaire was administered to retail salespersons to ascertain whether job embeddedness was applicable to them in terms of staff retention and the role of organizational culture and commitment on the relationship between job embeddedness and stay intention in the niche retail market in a fast-paced city. By using mixed methods research methodology will deliver the perfect basis to research on job embeddedness, its antecedents and consequences.

"The reason for the qualitative complementary and follow-up data is to better understand the quantitative results from the first phase of the research" (Creswell et al., 2007). Tashakkori and Teddlie (1998, p. 19), define "mixed methods studies as those studies that are products of the pragmatist paradigm and that combine the qualitative and quantitative approaches within different phases of the research process". Due to the complexities of job embeddedness, quantitative results are inadequate in revealing the whole picture by themselves, therefore, qualitative data are needed to help explain and triangulate the initial quantitative data and furthermore, investigate the more in-depth definition of the construct, like the applicability of the work and non-work dimensions of job embeddedness concept in the context of researched environment. Furthermore, the practical information, like the retention tactics built on the proposed hypotheses can be generated from the qualitative results from the interviewees.

The combination of quantitative and qualitative data will provide a more complete picture of the relationship between job embeddedness and stay intention. By exploring both data sets, a mixed methods research design is the best fit to study a complex relationship among the constructs. "The research will collect multiple data using different strategies, approaches, and methods in such a way that the resulting mixture is most likely to result in complementary strengths and non-overlapping weaknesses" (Johnson & Onwuegbuzie, 2004). This study collected data from

questionnaires and analysed quantitative data, and then collected qualitative data utilizing interviews to help detail issues of the construct, and follow-up practical applications.

Table 4.1   Design for Mixed method type

Design Form	Procedure	Emphasize	Phase of Integration
Sequential explanatory	Quantitative followed by qualitative	Usually quantitative; can be qualitative or equal	Interpretation phase
Sequential exploratory	Qualitative followed by quantitative	Usually qualitative; can be quantitative or equal	Interpretation phase
Sequential transformative	Either quantitative followed by qualitative or qualitative followed by quantitative	Quantitative, qualitative equal	Interpretation phase
Concurrent triangulation	Concurrent collection of quantitative and qualitative data	Preferably equal; can be quantitative or qualitative	Interpretation phase or analysis phase
Concurrent nested	Concurrent collection of quantitative and qualitative data	Quantitative or qualitative	Analysis phase
Concurrent transformative	Concurrent collection of quantitative and qualitative data	Quantitative, qualitative or equal	Usually analysis phase; can be during interpretation phase

Source: Creswell (2009, p. 179)

4.5   Research Method

The following part will describe detail setting of each method. The quantitative research part which includes a discussion of the sources and number of participants, a description of the instrument for measuring the variables specified in the hypotheses for the quantitative research, an explanation of data collection procedures and a discussion of data preparation. For the qualitative part, in-depth face-to-face interviews of salespersons will be involved with the discussion of its sources, the interviewing questions design, data collection procedure and data analysis techniques.

4.5.1   Stage One: Quantitative method

The first part of data collection is the quantitative approach. Directed by the research framework established from the literature review chapter, a proper strategy of questioning to respond the research questions recognized in this part. This part contains of quantitative data collection, which basically relates with the survey questionnaire forming, administration and investigation. The data is gathered through giving the survey questionnaires to the participants of the researched company within Hong Kong luxury retail sector to allow analysis of results to the studies issues. Particulars on survey instrument development, sample selection, data collection and statistical analysis involved in this research are discussed below.

4.5.1.1 Survey instrument development

Zikmund and Babin (2007, p. 64) define survey as "a research technique in which a sample is interviewed in some form or the behaviour of respondents is observed and described in some way". They further elaborate that "it is a method of collecting primary data through communication with a representative sample of individuals from a target population". Alternatively, Babbie (2007, p. 246) explain questionnaire as "a document containing questions and other types of items designed to solicit information appropriate for analysis". Meanwhile Pathak (2008, p. 110) describe a questionnaire as "a set of questions, in which the respondents are expected to provide relevant and specific information". However, in this research the term survey questionnaire refers to the instrument used for the data collection taken from the target population. This term is based on Babbie's (2007) opinion that "reflects survey questionnaire in a broader sense, that is, is to gather data on a particular subject from the sample of the researched population".

The logic for selecting a survey questionnaire in this research is its capability to offer a fast, economical, efficient and precise way of assessing information in a population (Zikmund & Babin, 2007). Babbie (2007) considers that "a survey questionnaire is one of the best ways offered in collecting primary data to explain a large population without having to study them one by one". For the moment, Bailey (1994) reports that "a survey questionnaire has many merits including time saving, since all the questionnaires can be issued out at the same time to all the participants, there is greater guarantee of secrecy as there is no interviewer there at the venue who can identify the participant, consistent wording so that each participant is asked to precisely the same questions, eliminating interviewer's prejudice as there is no interviewer participation, and greater convenience as participants can be communicated easily regardless of in different locations".

The planning of a good survey questionnaire differs on the form of questions. "Amid the important keys are the wording of the questions, classification of the studied variables and the physical form of the survey questionnaire" (Pathak, 2008; Sekaran, 2000). The composition of the questions is cautiously used to warrant precision of the questions, richness, and that it is related with the background of the researched population. The researched constructs are grouped in a logical approach to ensure consistency which will later reduce the coding of the construct during the analysis stage. For now, the physical look of the questionnaire is validated by the members in the pilot group study process to make sure the presence of face validity.

The instruments used in the current research are adapted and adopted from former study. "The utilization of previous researches' instruments of survey questionnaires not only contributes to the reliability and validity of the instruments, but also helps reducing the amount of effort required in making and testing new

instruments and therefore help to save time in carrying out the study" (Morgan & Hunt, 1994).

In spite of this, the questions are cautiously adapted by taking into account of the original ideas of those researches so as to preserve the reliability and validity of the instruments. These selected questions are then gone through the rewording process, categorization and general appearance (Sekaran & Bougie, 2009). The complete set of survey questions can be found in Appendix E.

For the quantitative approach, a non-experimental, cross-sectional, questionnaire survey design to test multiple hypotheses connecting to the associations among organizational culture, organizational commitment, job embeddedness, and stay intention in the researched organization within the niche retail industry. This study employs a structured questionnaire developed based on previous research to collect the desired information. Data are collected to address the research questions and provide information on demographic characteristics.

4.5.1.2 Population and Sample for survey

Population can be defined as "a group of individuals, objects or items from among which samples are taken for measurement; on the other hand, a sample refers to a finite part of a statistical population whose properties are used to make estimates about the population as whole" (Singh, 2007 p. 88). Meanwhile, Zikmund and Babin (2007, p. 403) present a simpler definition on both population and sample. They explain that "a population can be any complete group of entities that share some common set of characteristics; while sample is a subset or part of a larger population".

The researcher used a simple random sampling technique to take out participants as a sample to represent the researched company. Kothari (2004) explains that "simple random sampling falls under the probabilistic sampling design". "The

design allows a researcher to specify in advance each segment in a population which is going to be denoted by the sample" (Leedy & Ormrod, 2005). As noted by Sekaran and Bougie (2009), "probabilistic sampling can be either unrestricted (simple random sampling) or restricted (complex probability sampling) in nature".

"Simple random sampling falls under unrestricted design and it permits each possible sample combination an equal probability of being chosen and each element in the population will have an equal probability of being selected in the sample. In this sampling technique, the researcher planned to number all items in the population and random numbers used to select the respondents" (Sekaran & Bougie, 2009). "The adoption of this technique is considered appropriate because every element in the population has an equal chance of being drawn. Furthermore, this method has the least bias" (Sekaran, 2000).

There are unlike proposals from the researchers in deciding sample size from a given population. For example, Leedy and Ormrod, (2005) propose that "at least 20 percent should be sampled if the population size is around 1500; and about 400 should be appropriate if the population is at about 5000 or more". On the other hand, Sekaran (2000) state that "at least 327 will be needed for a population size of 2,200. He further proposed that the return rate of the survey questionnaire is relatively low and suggests a response rate of 30 percent is adequate". Nevertheless, "there are no standards in the literature on how to determine the ideal sample size needed to produce the finest results" (Kline, 2005). According to Hair et al. (2006), "there is a common rule of thumb that a research requires at least 100 responses in order to facilitate factor analysis statistics".

The population of the research is the salespersons in the niche market of retail industry in Hong Kong. Data will be gathered from salespersons in a luxury

department store in Hong Kong. This sample is appropriate for the purposes of studying salesperson turnover/retention issues of the niche market of Hong Kong retail industry. In fact, there are around four major companies of this sector in Hong Kong, whose individual product price is up to millions Hong Kong dollars.

For the research company is the most typical high-end department store with the great variety of products, namely watch, jewelry, cosmetics, clothing, leather goods, electrical & electronic product, medicine, eye-wears, chocolate and food sections that closely resemble the major retail categories in Hong Kong (e.g. others have no or few electronic/electrical products). From the employment history of the staff of the research company, actually they come from nearly all major companies of the retail market. Furthermore, the selection of one company has the advantage of raising the efficiencies and accuracies of research in terms of control of timing (meet the criteria of the definition of "cross-section" research) and the clearing of enquiries of respondents (via helpers of research within the researched company) for raising the quality of research responses. In fact, the researcher is the senior management of the research company and can obtain a complete list of names and positions of the members from the researched company.

The survey will get the feedback of 105 salespersons of a self-administrated questionnaire out of 170 salespersons in the research company. The survey (anonymous based) can be conducted and facilitated by helpers, administrative assistant staff of the research company to avoid the possibility of undue influence to the survey by the researcher due to his position in the research company if it is conducted by himself.

4.5.1.3 Data Collection for survey

For the quantitative study, well-established measures will be used for this study. Items in the survey questionnaire are formed on scales that were previously published, tested and generally accepted by researchers. This research will use an anonymous self-administrated questionnaire sent to the frontline staff of the researched company for the specified constructs in addition to the demographic and employment information by the training staff, aided with the sealable plain envelope to increase the privacy of the filled questionnaire.

Before the actual data collection process, a pilot study will be conducted with two experienced salespersons in the researched company for fine-tuning of questionnaire and discussion items. Furthermore, a field test will be conducted before data collection to ensure that the respondents have no difficulty in understanding the questions in the interview guide. Quantitative data were inputted into and measured by SPSS and SmartPLS software. The codes were exported to a Microsoft Excel database for further manipulation and analysis.

4.5.1.4 Instrumentation for survey

For quantitative survey instrument, well-established measures were utilized for this purpose. Items in the survey questionnaire were based on scales that were formerly published, tested, and generally accepted by scholars. The questionnaire consisted of 26 questions covering seven areas: (1) demographics (4 questions), (2) organizational commitment (focus on affective commitment assessment which with major dominant effect (Meyer and Allen (1997)) (3 questions), (3) job embeddedness, it is a function of the abstract factors – fix, fit and sacrifice. In considering the composite measure of job embeddedness using the questionnaire of the originator (Mitchell et al., (2001)), practical limitations like the invasion of privacy questions and lengthy questionnaire

setting have been recognized (Crossley et al., 2007).

For determining job embeddedness, "global job embeddedness items" originated by Crossley et al. (2007) was used and it overcame these limitations through a more focused research instrument (by inquiring general, non-invasive subjects relating how tangling staff were in their work, irrespective of individual thoughts. The generic approach provides an effective means of measuring the construct using a relatively small number of questions for the response of a large number of respondents). (6 questions) (4) intent to stay (3 questions), and (5) organizational culture (9 questions). With the exception of the demographic questions, participants were able to select answer presented on a 7-point Likert-type scale. The 7-point Likert scale response categories used in this study can be referred in Table 4.2. The Likert scale begins from left to right where the left end of the scale is smaller, the right end of the scale is bigger.

"There are two extreme values, that is, far left which signifies strongly disagree; and far right which symbolizes strongly agree. Meanwhile, the middle answer category (number 4 on the Likert scale) represents neutral which means neither agree nor disagree" (Velde, Jansen & Anderson 2004).

Table 4.2 7-point Likert scale response categories

Strongly Disagree 1	Disagree 2	Slightly Disagree 3	Neutral 4	Slightly Agree 5	Agree 6	Strongly Agree 7

Table 4.3   List of Measurements

Variables	No. of Questions	Sources
Organizational commitment	3	Allen & Meyer (1990), Allen & Meyer (1991), Allen & Meyer (1997)
Job embeddedness	6	Crossley et al. (2007)
Intent to stay	4	Good et al. (1996)
Cultural commitment	9	Sawalha et al. (2012)

4.5.1.5   Pilot study

The pilot study is carried out to ensure the reliability and validity of the survey questionnaire instrument. Before the actual data collection process, a pilot study was conducted with two experienced salespersons in the research company for fine-tuning of questionnaire and discussion items. Furthermore, a field test was conducted before data collection to ensure that the respondents would have no difficulty in understanding the questions in the interview guide. Following a courtesy telephone call prior to the distribution of the draft questionnaires to seek approval and consent to participate in the pilot study, the invitation letter for taking part in the pilot study was sent out. From the pilot study and field test, the participants understood the survey questions well. The data from the pilot study and field test was analyzed using SPSS software to check for a potential structural problem. No irregularities were found.

4.5.1.6   Data analysis

4.5.1.6.1 Data screening

Data analysis begins with data screening and purification processes which include several basic procedures for reviewing any oddity, in addition to some missing values. "Missing values represent any information which is made unavailable for any

cases due to the failure of the participants to answer any item in a given survey questionnaire" (Hair et al. 2006). During the data screening process, no missing items was identified, it may due to the checking procedure during the collection process.

The data is also scanned for any outliers that may exist (there may be some respondents not interested in the survey and just complete the questionnaire arbitrarily) and need further attention. Hair et al. (2006) explain "outliers as comments which are different from others with a distinct and unique combination of identifiable characteristics". The data in this research is identified in 2 different ways (univariate and multivariate) to identify outliers by scanning for any consistent pattern across these methods.

The first way in examining the existence of outliers is through the univariate approach. This method discovers outliers as cases that fall at the outer ranges of the distribution. Hair et al. (2006) suggest that "the rule of thumb for standardized residual value (z − score) of samples more than 100 observations should range from 3 to 4. Then, the threshold value for designation of an outlier for this study has been set out at ± 3".

The second way is to access the multivariate outliers and Mahalanobis D² measure is carried out across the data. Hair et al. (2006) explain that "this method of analysis assesses each observation position and evaluates it with the centre of all observation within a set of variables. By using the linear regression function of SPSS, multivariate outliers are detected using Mahalanobis D² (MD) measure". MD is calculated from distance calculation in linear regression using "Returns the cumulative probability that a value from the chi-square distribution, with degrees of freedom(df), will be greater than distance", if a data set smaller than target value 0.01 is identified, it can be regarded as outliers.

4.5.1.6.2 Basic statistical assumption

a)   Test of normality

The data will then be tested for compliance with statistical assumptions using multivariate methods. The test of univariate normality is the most basic assumption in multivariate analysis. Authors like Meyers et al. (2006) and Tabachnick and Fidell (2007) consent that "test of normality can be determined through assessment of skewness and kurtosis". "Skewness is an index that refers the symmetry of a univariate distribution" (Raykov & Marcoulides, 2000); "Kurtosis's index represents the shape of the distribution in term of 'peakness' or 'flatness' as related to normal distribution" (Hair et al., 2006).

Both these indices can be calculated via SPSS and Kline (2005) provides "the rule of thumb in examining the minimal violation of the assumption of normality. He suggests that if the absolute value is below ∣3.00∣ for skewness and absolute value of kurtosis lower than ∣8.00∣, the distribution can be assumed normal". That is, any values of the indexes that exceed these absolute ranges can be described as minimal violation of the assumption of the normal distribution.

b)   Test of Homoscedasticity

The data's homoscedasticity assumption refers to how "the dependent variable exhibits equal level of variance across the range of predictor variables" (Hair et al. 2006, p. 73). It means that "when the assumption of normality is met, the variability of the dependent variable is homogeneous across all levels of independent variables" (Tabachnick & Fidell, 2007); and if there is unequal variance dispersion across the independent variables due to non-normality of the data, then the variable is said to display heteroscedasticity. "The effect of heteroscedasticity can trigger predictions to

be better at some levels of independent variables than at others and thus further affect the hypothesis testing" (Hair et al. 2006, p. 74).

c)   Test of linearity

The review of the data's linearity relationships is the last statistical assumption under multivariate method. Hair et al. (2006) denote "linearity as an implicit assumption-based correlational measure of all multivariate techniques including multiple regression, factor analysis and structural equation modelling". They further suggest that it relates to "the pattern of association between each pair of variables and the ability of the correlation coefficient to adequately represent the relationship" (Hair et al. 2006, p. 82). However, Tabachnick and Fidell (2007) state that "correlation coefficient only describes linear relationships between variables and nonlinearity association will not be described by Pearson's".

Finally, "the result can underestimate of the actual strength of the relationship and thus implies the importance to examine all the relationships to discover any differences from linearity that may affect the correlation" (Hair et al., 2006). Therefore, an examination on the variables' scatterplots needs to be conducted in order to identify the existence of any nonlinear pattern.

4.5.1.6.3 The partial least square approach

Partial Least Square (PLS), a Structural Equation Modelling (SEM) method, can help the statistical part of the research. "The term SEM does not indicate to a single analytical technique but, instead, indicates to a family of related statistical procedures" (Kline, 2005). Hair et al. (2006, p. 710) define SEM as:

"a multivariate technique combining aspects of factor analysis and multiple

regression that enables the researcher to simultaneously examine a series of

interrelated dependence relationships among the measured variables and latent constructs (variants) as well as between several latent constructs."

They further explain that "this technique is characterized by two basic parts, the structural and the measurement model. The structural model is represented by the path model which is guided by the theory that relates the independent to dependent variables" (Hair et al., 2006). Alternatively, "the latter model allows the researcher to use several variables for a single independent or dependent variable. It also specifies the indicators for each construct and enables an assessment of construct validity" (Hair et al., 2006).

The use of SEM in this study is reasonable because "it lets the researcher to run a multiple regression analysis among constructs simultaneously and offers flexibility to interpretation even in the event of multi-collinearity" (Garson, 2009). The SEM approach also seems to be suitable since "it permits the use of confirmatory factor analysis that allows the researcher to access the contribution of each single item, as well as to find out the reliability of the scale in measuring the concept" (Hair et al., 2006).

Nevertheless, "the minimum samples required to run SEM analysis is 200 and the accuracy and stability of SEM will decline in the event of decreasing valid sample size relative to increasing number of variables" (Kline, 2005). As the research does not manage to achieve the least valid response needs to operate the SEM procedure effectively, "Partial Least Square (PLS) method of analysis is used as an alternative to the covariance based SEM approach (CBSEM)" (Kline, 2005).

"PLS is considered a second generation of SEM analysis started by Herman Wold when he brought in the concept of non-linear iterative least squares algorithm in 1966" (Tenenhaus et al., 2005). "PLS has the power to analyze a set of latent variables

and a series of cause and effect relationships within the structural equation models"
(Gustafsson & Johnson, 2004). This method is designed "to focus on prediction
maximization rather than the model's fit. The loadings of measurement items on the
construct are explicitly specified in the model. Meanwhile, the model fit is examined
through the assessment of convergent and discriminant validity" (Fornell & Larcker,
1981).

"PLS method is selected for its merit of giving parameter estimates for a linear
equation, as does CBSEM; but is less vulnerable to sample size factors. PLS is also
advantage for its strength in relation with missing data, signifying its power to cope
with multi-collinearity in independent variables and can be applied to smaller sample
sizes than CBSEM" (Hair et al., 2006). Furthermore, "PLS can handle non-normal
distribution sets of data and thus does not rely on any normality assumption" (Chin,
1998).

In addition, "PLS also performs well for the study of mediation effects.
Mediation can be interpreted as a product of two relationships; independent variable to
mediator, and mediator to dependent variable. The effects of mediator in the model
will be done by using the bootstrapping procedure, as well as the calculation of Sobel
test" (Bontis, Booker & Serenko, 2007). SmartPLS 2.0 software is used to carry out the
analysis and the two step-approach of PLS analysis is used to evaluate the path model.
Procedure of this analysis is listed in the next section.

4.5.1.6.4   PLS two-step approach - Step 1: Assessment of the outer models

The two-step approach to PLS analyzes is first suggested by Chin (1998) since
"PLS path modeling does not indicate for any goodness-of-fit criterion compared to
CBSEM, which is largely due to distribution free variance" (Götz et al., 2010). "The

CBSEM approach emphasizes on parameter estimates procedure to produce the observed covariance matrix and relies heavily on the model's goodness-of-fit which is not warranted by PLS. PLS works on minimization of error or maximization of variance explained and, therefore, the degree to which the PLS model attained by this objective is determined by the R^2 value for the dependent variable" (Hulland, 1999). Thus, Chin (1998) proposed "a systematic application to review partial model structures which encompasses a two-step processes". The two-step approach is incorporated in this research which is suggested by Hair et al., 2006 as listed below: "1. Developing assessment of the outer model via PLS confirmatory factor analysis (CFA). 2. Performing inner model assessment through path analysis with latent variables to allow the testing of proposed hypotheses".

Concerning the logic for the two-step approach, Hair et al. (2006, p. 600) emphasize that "the precise demonstration of the reliability of indicators is best accomplished in two steps to avoid the interaction of measurement and structural model. Even though the evaluation of interaction between these two cannot be done in isolation, the researcher must be aware of the potential effects of within-construct versus between-construct in doing estimations. This is important since the result can be substantial and may cause interpretational uncertainty".

For the moment, PLS path modeling is built upon outer and inner models. The outer model means the connection between latent variables with its aspects and measurement constructs. "The assessment of outer model includes determining the uni-dimensionality of constructs through PLS confirmatory factor analysis (CFA) by checking its reliability and validity (both convergent and discriminant) of the latent constructs" (Henseler et al., 2009). "Uni-dimensionality is defined as a set of indicators that has only one underlying trait or concept in common" (Hair et al., 2006, p. 584).

The requirement to achieve uni-dimensionality of measurement is crucial when dealing with theory testing and development.

The feedback from a participant may not be the identical with the intended meaning of the measure, "an assessment of whether the multiple measure that represents a particular scale can be regarded as an alternative indicator for the construct has to be included in the scale development process" (Anderson & Gerbing, 1988). "Analyses such as item-total correlation and exploratory factor analysis is statistically driven by an inadequate theoretical basis and thus cannot assess unidimensional measurement" (Lu et al., 2007).

"Confirmatory factor analysis Confirmatory factor analysis (CFA) is a sophisticated technique often executed in SEM analysis to test a theory about latent processes" (Tabachnick & Fidell, 2007). CFA states "the posited relations between the observed variables with the underlying constructs, as the constructs are allowed to inter-correlate freely with each other" (Anderson & Gerbing, 1988). The main objective of CFA is "to review uni-dimensionality by testing a theoretical expectation about the structure of a given set of measurements" (Gefen et al., 2000). "CFA is proven to overcome the restraint caused by other common analysis such as item-total correlation, and exploratory factor analysis such as principle component, which only caters for preliminary analyses rather than assessing uni-dimensional measurement" (Lu et al., 2007). In PLS analysis, "CFA manages to scale estimation and construct validity, as well as allowing the researcher to determine the correlation between pairs that share common factors, confirming the association between observed variables with common factors, specifying which observed variables are affected with unobserved measurement residual variance, and indicating the correlation between pairs' error term factors in the statistical model" (Lu et al., 2007).

Construct validity is "the degree of correspondence between constructs and their measures" (Jarvis et al., 2003, p. 199). The significance of doing the construct validity test has been suggested by Anderson and Gerbing (1988, p. 453) who noted that "it is necessary to ensure that the structural model is in proper specification for the measurement model before meaningful analysis can be assigned to the structural model". Construct validity is split up into two groups of test, namely: convergent validity and discriminant validity.

a) Convergent validity

Convergent validity can be defined as "a set of indicators that represents one and the same underlying construct, which can be demonstrated through their uni-dimensionality" (Henseler et al., 2009, p. 299). "Convergent validity can be determined by examining series of criterions such as the outer loading factors generated from CFA, internal consistency reliability, Cronbach's alpha coefficient and average variance extracted" (Henseler et al., 2009).

The first criterion is to check the outer loadings generated from the CFA procedure in SmartPLS software. "Generally, the threshold value of PLS CFA outer loadings to be kept should be above 0.70" (Henseler et al., 2009). Although Hulland (1999) state that "it is common to have several measurement items with factor loadings below 0.70 especially involving the employing of new items or newly-developed items", Hair et al. (2006) suggest that "the cutoff point of below 0.50 is more suitable to be assumed during the explanatory factor analysis process". This argument is supported by Ghozali (2008), who emphasizes that "the loading factor of 0.70 is a recommended cut-off point to answer the convergent validity issue which is important in determining the uni-dimensionality of a construct, Therefore, this study adopts the recommended cut off point of 0.70, and items below this point will be deleted

individually". However, Henseler et al. (2009) claim that "careful discretion is required when deleting items with low factor loadings". They claim that "reliability coefficients such as composite reliability can be taken as a point of reference to keep or drop items with a low loading factor. As long as the deletion of items with low factor loadings can considerably increase the composite reliability coefficient, can the discarding of items be seen as necessary (Henseler et al., 2009). Thus, the research uses the latter criterion as a right threshold value and taking into consideration that the composite reliability factor as a guide in dropping-retaining the measurement items. The assessment of inner model is illustrated in step 2 after the completion of the outer models analysis.

The second criterion is to examine the internal consistency reliability of the measurement model. Preceding to the execution of SmartPLS software, the reliability of the measurement construct is decided through reliability coefficient of Cronbach's alpha by SPSS program. Nevertheless, Henseler et al. (2009) suggest that "Cronbach's alpha has a propensity for providing a severe under-estimation of the latent variable's internal consistency, especially in the PLS path model". Therefore, to overcome this shortcoming, they suggest "the usage of composite reliability instead of Cronbach's alpha in determining the reliability of the latent variables" (Henseler et al., 2009).

Since the outcome of the CFA result in PLS analysis is able to produce both composite reliability and Cronbach's alpha coefficients at the same time, the study uses these indicators to gauge the internal consistency reliability of the measurement model. "The rule of thumb of an acceptable value for both composite reliability and Cronbach's alpha is above 0.70 for early stage of analysis and above 0.80 in more advanced stages" (Henseler et al., 2009). Lastly, the third criterion is to find out the average variance extracted. Researchers such as Fornell and Larcker (1981) have suggested "the use of average variance extracted (AVE) indicator as one of the

73

criterion to assess convergent validity". AVE shows the meaning of how much on average a latent variable is able to justify the variance of its indicator, and "AVE value of above 0.50 indicates sufficient level convergent validity" (Henseler et al., 2009).

b) Discriminant validity

Discriminant validity is a complement to convergent validity as it signifies "the extent to which measures of a given construct differ from measures of other constructs in the same model" (Hulland, 1999). In other words, "discriminant validity can be considered present when variance shared by a construct with its indicator is higher than other constructs in a given model" (Fornell & Larcker, 1981). Similar to convergent validity, discriminant validity is also measured using AVE. Nevertheless, in determining discriminant validity, researchers such as Gefen et al. (2000) and Ghozali (2008) suggest that "the AVE needs to be square rooted ($\sqrt{}$ AVE) first before comparing it with inter-construct correlation. If the value of $\sqrt{}$ AVE is higher than the inter-construct correlation then the existence of discriminant validity can be confirmed".

4.5.1.6.5 Step 2: Assessment of the inner models via path analysis

In Step 2, the examination is deeply dedicated to the assessment of the inner models by path analysis that will further permit the testing of research's hypotheses. The current research, the inner model comprises of relationships among organizational culture, organizational commitment, job embeddedness and stay intention. The dependent construct is stay intention. The assessment of inner model is to focus on inspecting the following criterion by Hair et al. (2006) who state as follows:

"1. the variance explanation of the endogenous (dependent) construct, and 2. the significance of path coefficients".

The first criterion includes "the inspection of variance explained and it is checked through the coefficient of determination (R^2) value of the dependent latent construct since it will measure to what extent the dependent variable is explained by the independent variables" (Henseler et al., 2009). "The R^2 ranges between 0 to 1, whereby the value of R^2 near to 1.0 indicates the greater explanatory power of the regression model and thus a better prediction of the dependent variable" (Hair et al. 2006).

The second criterion is to find out the significance of path coefficient. This is where all the study's hypotheses are going to be tested. "The inner model is tested to determine the representation of all independent latent variables towards dependent latent variables by assessing the t-value of the proposed relationship" (Mumbi & McGill, 2007). The test of the proposed relationship can be resulted through bootstrapping process.

Bootstrapping is "a form of re-sampling in which the original sample is treated as population and repeatedly sampled for a specific number of times with continuous replacement to generate a number of new samples whereby each is a subset of the original sample for the purpose of model estimation" (Hair et al., 2006). In identifying the specific number of bootstrapping samples, Henseler et al. (2009) suggest that "it should have the same number of cases as the original sample. Since this study has 100 samples, a bootstrapping procedure of 1000 is employed to assess the significance of the path coefficients". The use of bootstrapping procedure in this study is not limited to find out the connection among the researched constructs. It is also used to find out the mediation effects of the intervening constructs, and details are set out in the following part.

4.5.1.6.6   Test of mediation effects

This research examines the impact of job embeddedness on organizational culture and stay intention, on organizational commitment and stay intention. The research framework of this study shows that there is one intervening variable (job embeddedness) that mediate the relationship between organizational culture and stay intention, and between organizational commitment and stay intention.

To find out the effect of job embeddedness as mediators in the model, 2 common approaches are used: causal step approach and Sobel test are implemented in turn to determine the mediation effects on the model. The method known as the causal steps approach is employed based on the references made by many researchers (Baron & Kenny, 1986; Bontis et al., 2007). For example, Bontis et al. (2007) advise that "PLS is best used with the causal steps approach that depends on the regression analysis". This argument is supported by Gefen et al. (2000) who suggest that "the path coefficients generated from the PLS analysis to provide indication on the relationship between variables can be inferred as similar to the traditional regression coefficients. There are four steps involved in the causal steps approach which can be emulated using PLS methods". The steps, as stated and outlined by Bontis et al. (2007), are " 1. Direct link must be established between independent and dependent variable to show that there is a relationship to be mediated; 2. Direct relationship between independent and mediator is drawn; 3. The mediator must be shown as related to the dependent variable and 4. The relationship between independent variable and dependent variable is significantly reduced when the mediator is introduced".

For the moment, the assessment of the importance of the mediating effect may not be visually determined from the path model and has to be solved out by statistical means. Then, the Sobel test needs to be conducted to find out whether the mediating

variables significantly mediate the relationship between the independent variable and the dependent variable. "The Sobel test, also known as product-of-coefficient approach, involves the computation of regression coefficients and the standard errors of the path coefficient" (Preacher & Hayes, 2004). "The formula for calculating the test is as follows:

$$Z = a \times b / \sqrt{(b^2 \times S_a + a^2 \times S_b)}$$

whereby a is represented by the regression coefficient from independent variable to mediator, b is the regression coefficient from mediator to dependent variable, S_a is the standard error of path from independent variable to mediator, and S_b represents the standard error from mediator to dependent variable. The standard error values in this test are derived from the bootstrapping procedure employed from the previous section" (Bontis et al., 2007).

4.5.1.6.7 Validity and reliability

"It is almost impossible to reduce the threats of validity and reliability in social research, rather the researcher can reduce the effects of the threats by paying attention to them throughout the research project" (Cohen et al., 2007). In the following, quantitative part of this issue will be discussed. The similar section will be arranged for the qualitative aspects in second phase of the research.

From the survey instrument development section (4.5.1.1) shows the utilization of modified survey instruments from previous research for increasing the validity and reliability of the measurement constructs. The survey questionnaire was delivered for initial testing to senior staff of the researched company to safeguard that the measurement items agreed the most of basic kind of validity known as face validity, in addition to content validity. "Face validity is defined as the judgment made by the scientific community that the indicator really measures the construct" (Neuman, 1997,

p. 142). "This is to confirm that items used have the valid measurement ability on the face of it. For the moment, content validity can be achieved by ensuring that the measurement items cover all facets or dimension of the studied construct. In other words, the measure should be able to represent the studied construct" (Neuman, 1997). Kothari (2004) clarifies that "a measure possesses construct validity when it confirms to predict correlation with other theoretical propositions". He explains that "in determining construct validity, the researcher may associate a set of other propositions with the results produced by the measurement items. If the scale correlates with another proposition then the existence of construct validity can be concluded" (Kothari, 2004). Hence, factor analysis and correlation analysis are implemented to find out the connection among the constructs, then, the construct validity of the measurement items will be confirmed; and the outcomes are then listed in the following chapter.

In general, "reliability tell us about a measurement item's dependability, stability, consistency and trustworthy. A reliable measure produces the same results each time the same thing is measured. Hence, if another study is conducted in similar, predictable ways in different times it would yield comparable results" (Neuman, 1997). Thus, for producing consistent outcomes, the research utilized measurement items of prior research to safeguard the reliability of the instruments. The research also implemented internal consistency test by computing the Cronbach's alpha and test reliability on the replicated items from the pilot study running.

In short, the quantitative analysis shows a significant function in meeting the hypotheses of the research. Primarily, the data is studied for basic operations for instance, data checking, measuring the univariate and multivariate assumptions, examining the demographic profiles and detecting the dimensions of constructs via factor analysis by SPSS. Then, the analysis continues with PLS two-step approach,

namely, the first step is to find out the uni-dimensionality of the outer model by PLS confirmatory factor analysis. Step 2 is to evaluate the inner model by path analysis that further warrants the testing of hypotheses. Then, the analysis goes on with a new set of data collected by qualitative analysis to confirm the results of stage one analysis.

4.5.2   Stage Two: Qualitative method

The second stage of this research included data collection using qualitative analysis method which designed to find out the relationship among organizational culture, organizational commitment, job embeddedness and stay intention. The aim of stage 2 is to obtain extended information that needs to be used for the findings from Stage One. As noted by Creswell and Clark (2007), "it is vital to allow findings from the quantitative phase to inform the qualitative phase and the necessary findings that need to be further investigated following analysis in the quantitative stage". Built on the quantitative results, the instrument in Stage 2 is formed and the related setup for the current research are listed below.

This stage includes data collection, and face-to-face interview from the same population set in Stage 1. The selected participants involved salespersons of the research company are chosen since they have knowledge and experience in dealing with interview questions. The data is then analyzed to identify the area of interest to support the findings in Stage 1.

There are different kinds of design for qualitative analysis method and case study is one of the common approach. Yin (2003, p. 13) define case study as "the empirical inquiries that investigate a contemporary phenomenon within its real life context". Meanwhile Kumar (2011, p. 379) state that this design "is based on the assumption that the studied case can provide insight in the events and situations prevalent in a group from where the case has been drawn". He further explains that

"this design is proper when discovering a little known area or where there is a need to have a holistic understanding of a situation or phenomenon. It means that the design is merely relevant when the focus of the study is on exploring in-depth understanding on a given phenomenon rather than confirming or quantifying it" (Kumar, 2011).

The reason for selecting this method for Stage 2 is because of "its ability to describe a situation by knowing how and why certain things occur and build a reasonable explanation based on the researcher's assessment of the surrounding condition of a given phenomenon" (Tharenou et al., 2007). Also, "the data draws upon the sample's experiences and practices so it is seen to be strong in reality. In addition, the results may get unique features that may otherwise be gone during the quantitative data collection" (Cohen et al., 2007) in Stage 1; and "these distinctive data could get the key to understanding the situation" (Cohen et al., 2007).

4.5.2.1   Case study protocol

This part talks about the protocol of data collection for the case study and describes the procedures to be pursued during the face-to-face interview procedure. As noted by (Rahim & Baksh, 2003, p. 32), "a case study protocol is a document that contains the methods, procedures, and general policies that will be pursued in use of the instruments of data collection. The case study protocol acts as a checklist to the researcher by which it permits the researcher to detail the procedures and requirements in advance and thus sets the range to be covered during the data collection process". Besides, "the protocol is also a major way of enhancing the case study reliability and the case study protocol in this research followed the recommendations by which generally consists of overview of the case study project, field procedures, case study questions and a guide for the case study report" (Yin 2003).

a)   Overview of case study project

This process includes the studying the background and the objective of the research. For the present research, a proper procedure review is formed built on the research framework resulting from the literature review to respond to the designed research questions. The aim of the case study is to get information from individual organization/company, in addition to collect of any related data from the organization/company they signify. The data is then investigated to inspect for any convergence/divergence in the field of interest and therefore provide understanding into the results collected from the quantitative analysis.

b) Field procedures

Field procedures signify "the operational task in gathering the data, e.g., obtaining contact with main participating interviewees, adequate resources while in the field, specifying a clear schedule of data collection activities, and expecting unanticipated events including availability of the interviewee" (Yin, 2003).

For the present research, written agreements for each participating interviewee was obtained before implementation of the interview. The procedure is illustrated in the sub-section (4.5.2.3). Interview participants were sorted out and related documents, like of interview questions/guide and ethical clearance from the university were prepared/received. The researcher confirmed that all the appropriate resources, for instance, documents and stationery were arranged in advance. Appointments with the participants in the researched company were scheduled and reminded beforehand to minimize schedule cancellation.

c)   Case study questions

Face-to-face interview is one of the common way for data collection. "This technique is chosen because it provides more focus and reliability and enables

flexibility to encompass new insights that may emerge during the interview process (Maxwell 2005). It also "provides uniform information which assures comparability of data" (Kumar 2011, p. 145).

Yin (2003) indicates that "the core of the case study protocol lies with the set of substantive questions reflecting the actual line of inquiry". He further suggests "two general characteristics of case study questions. "First, the questions must be posed to the investigator first not the interviewee as a reminder on the need for information to be collected and why" (Yin, 2003). This notation is supported by Rahim and Baksh (2003) who suggest that "the interview questions actually act as a guideline to the interviewer to ensure that the study focuses on the subject and facilitates the gathering of all the information needed in this study".

Secondly, "the level of questions in the case study protocol should reflect the entire set of concerns from the initial design. The first level of questions is posed to the specific interviewees for answers. Meanwhile, the second level of questions is to be answered by the investigator himself during a single case. This level actually deals with a mental line of inquiry on what the course of an event in a given phenomenon might have been compared to a verbal line of inquiry - which is the question posed to the participant. The different thinking in these levels does not mean that they are contradicting each other; rather, they are complementary. The mental line of inquiry allows the researcher to investigate and raise questions from every possible angle to find answers on a given phenomenon. In the case study method, articulating the second level question is much more important than attempting to identify the level one question" (Yin 2003).

d)   Guide for case study report

This section discusses on the reporting format for the case study after the data collection. Yin (2003) describes that "this section as often missing in case study research as the researcher neglects to plan the outline or format of the case study report" (Yin, 2003). He emphasizes that "the need to have at least a tentative reporting format to be included in the case study protocol as it will facilitate the collection of relevant data in an appropriate format and thus reduce the possibility for a return visit to the case study site". He further suggests that "the initial format should not be rigid, but to apply some flexibility as changes can be made depending on the result of the data collection. This strategy can be used to the advantage of the case study if exercised properly without bias" (Yin, 2003).

For the section, the format is prepared beforehand for matching information collected with the format of case study reporting. However, as suggested by Yin (2003), "the outline of the report is not fixed and changes can be made as the need arises to facilitate unnecessary rework or site revisit".

4.5.2.2 Pilot study

After the case study protocol, a pilot test was used to confirm that case study protocol and data collection were practical and the favourite research result could be anticipated from the research. As indicated by Yin (2003, p. 79), "the pilot case study will help the researcher to refine the data collection content by developing relevant lines of questions and provide clarification on operational procedures to be followed". In the current section, the pilot study data is obtained from individual participant.

Initially, the case company was identified and their key staff interviewed to preview the suitability of the interview questions, wording and explanation details. The result from the preliminary interviews led the factors for selecting personnel as

participants. The test drew on the managerial-level, including low-level to high-level, in sales departments. From the pilot study, the low-level salesperson had difficulties in providing answers to the questions and often lacked ability in providing detailed information, especially on issues complex relationship of retention. Experienced salesperson, demonstrated their understanding of the questions being asked and were able to provide comprehensive explanation on every query. Consequently, the pilot test result decided to choose at least salesperson with over 3 months' experience in the retailed industry since it will be in line with the information of the required level by the research.

4.5.2.3 Sample selection

In this section, around 12 face-to-face interviews in the researched company were arranged to collect the qualitative data by using the non-probabilistic sampling procedure (the actual number of interviews will be determined by the state of occurrence of saturation). Non-probabilistic sampling is defined by Babbie (2007) "as a sampling technique in which the samples are selected in some way not suggested by probability theory". "The non-probabilistic sampling design is commonly used since the main objective of the qualitative study is to explore and try to understand a given phenomenon" (Sekaran 2000).

Babbie (2007) further explains that "purposive (judgmental) sampling falls under this category". "Purposive - also known as judgmental - can be described as a type of non-probability sampling method in which the units to be observed are selected on the basis of the researcher's judgement about what will be most useful or representative" (Babbie, 2007, p. 184). A purposive sampling procedure is chosen since "it enables selection of appropriate participants who have experience with the key concept being explored" (Creswell & Clark, 2007).

Sample selection then focused on the consent form signed by the participants of the interview (Appendix C refers). Firstly, telephone calls were made to all the shortlisted participants for seeking the permission to implement the interview. Next, an invitation letter on face-to-face interview and seeking their participation to represent their company was issued to the shortlisted staff in the researched company.

Follow-up telephone calls were made to collect their response for those not willing to join, their participation would be cancelled. Although their anonymity and confidentiality on all business information given was assured, out of 12 invitations, 9 people agreed to participate. The research company was again contacted via telephone calls and emails to arrange for interviews appointment. The target participants for these interviews are relatively experienced experience salesperson in the company/industry.

Prior to the interview appointment, a set of interview questions were emailed/mail to the target participants to give them prior knowledge of the information needed from them during the interview session.

For the qualitative approach, a detailed set of interviewing questions was designed to find out the applicability of job embeddedness perceived by the interviewees with the emphasis of the dimension of work and non-work application specifically. Questions of organizational culture and commitment questions in relation with job embeddedness and stay intention was also set to triangulate with quantitative results. Furthermore, questions related to application of related constructs in connection with talent management of the company was set. Some data demographic information of the interviewees was also gathered in connection with data analysis.

For the final set of qualitative data was from the exit interview of the sales staff in the corresponding period of research. Information concerning with the reasons of

their leaving and comments about the research companies on HR issues were asked. Another triangulation source from a different angle in the course of employment was also adapted.

4.5.2.4 Interview questions design

For in-depth face-to-face interview, a list of interview questions was designed. It includes three parts. First, few demographics questions will be asked to include some staff retention related to work and non-work environment, organizational culture and commitment based on previous published (questionnaire questions), tested and generally accepted by scholars. For the final part, it relates to the questions of ideas of practical application of the researched constructs in the current research organization in connection with talent management.

4.5.2.5 Data Collection for interview

For the in-depth face-to-face interview, a discussion guide/interview questions set and a matrix of interview guide questions (Appendix F) was designed and approved by London South Bank University for safeguarding of proper addressing ethical issues, if any. Semi-structured and open-ended questions help to seek feedback from interviewees on the issues of staff retention in work and non-work environment, organizational culture and commitment. The salesperson of the researched company was selected randomly from the said population to undergo the interview.

Data was also obtained via in-depth interviews. The interviews were recorded by intelligent phone to assure accuracy and completeness during transcription (if agreed by the interviewees). The length of the interviews was approximately 30 minutes. The interviews allowed qualitative data to be gathered for analysis. Data Coding Qualitative data collection procedures, including in-depth interviews produced

a large amount of rich information. On reading the individual qualitative responses, important contents were obtained. The summarization of the qualitative data was necessary to allow the coding of the data. One approach is to allocate codes to the responses to summarize data, so as to similar responses can be gathered together, counted, etc. The coding system was pre-determined and constructed in a hierarchical manner allowing for different levels of content analysis. Microsoft Word$^{®}$ was utilized to enter and transcribe the text, enabling all the statements to be captured. "Individual data bits were scanned for categories of phenomena and for relationships among the categories" (Goetz & LeCompte, 1981). For example, the participants' responses were listed and then ordered into major gourps. To assure a high level of code appropriateness, the researcher engaged the assistance of a second coder who reviewed the data transcripts and provided a set of codes. This new set of codes was then compared to the codes the researcher developed. This intervention enabled a higher level of code appropriateness. During the coding, a master list (a list where all the codes that were developed and used in the research study) was maintained in a Microsoft Excel database. These codes emanated from the responses to the interview questions. Data collected in the field via qualitative methods were inputted into Microsoft Word$^{®}$ for transcription and the assigning of codes and served as the master list of all codes.

4.5.2.6 Data analysis

Examining the indication is the toughest part of case study analysis. "The aim of the analysis is to address the case study's initial preposition while treating the evidence fairly" (Rahim & Baksh, 2003). This study adopted recommendations from Creswell (2009) for its data analysis procedures. He recommends "six steps to be taken in conducting the analysis of the qualitative data.

Firstly, the analysis should begin with company and preparing the data for analysis. This includes grouping of documents and interpreting the text. Secondly, read all the data to obtain a general sense of the information, as well as to reveal on its overall meaning. This includes identifying general ideas and overall impressions on the depth and credibility of the data. Thirdly, the data proceeds with the coding process to organize the materials before bringing meaning to them. Fourthly, the coding process is used to identify specific themes or patterns. Fifthly, these themes or patterns are represented in the qualitative narrative passage which conveys the findings of the analysis. The sixthly and final step in this data analysis is to interpret the meaning of the theme by providing a valid argument for choosing it" (Creswell, 2009).

In this stage, Aronson (1994) recommends that "the researcher should first focus on reading the related literature since it allows the researcher to make inferences from the interview session. Subsequently, the researcher can develop a story line from the theme statement".

4.5.2.7 Validity for qualitative research

The subjects of validity and reliability are key to quantitative and qualitative design. As this stage includes qualitative design, there are aspects in relation to validity and reliability of the case study design that need to be attended. J. A. Maxwell (2005) identified that validity has been a major thing in disputes over the legitimacy of qualitative study. Supporters of quantitative methods query the value of qualitative study to the support of scientific reasoning. The concern is aimed at the lack of "standard" ways of securing validity, whereas for quantitative data, clear controls for several validity threats, and the formal assessment of proposed hypotheses.

In order for qualitative research to be valued in the scientific arena, the demand of validity should be carried out cautiously. Maxwell (2005) clarified that it was sensible to regard validity from a different view in each process in that qualitative study has its own way for achieving validity. Maxwell (2005) suggested five types of validity related to qualitative researchers.

1) Primary Descriptive Validity - The concern of the truthful accuracy of their interpretation, i.e. how precise is the description of what was told by the respondent. The precision of the description is based on the skill of the researcher to report what was connected. For achieving high descriptive validity, the interviewer suggests permission to the participants for sound recording of the interviews. This validity originates from the observations and connections by the interviewer.

2) Secondary descriptive validity – it is the validity of reporting issues that could be observed, but actually concluded instead, from other source of information. Setup the descriptive validity was a basic effort on the role of the researcher.

3) Interpretative validity – it is the erection of meaning of the things, happenings, and manners explained by the researcher; the way in which the respondents' views are perceived by the researcher. This validity is a concern of deduction from conversation and manner of participants in the interviewing meeting. This implies that the interviewer must watch carefully the behaviours of the respondent and listen closely to the questions they ask.

4) Theoretical validity - it refers to the validity of a report as a theory of some principle (Maxwell, 2005). A theory has two parts. The first part is the categories or concepts, and second is the relations that are supposed to happen among these concepts. Therefore, it is the validity of the concepts themselves as applied to the phenomenon, and the validity of the assumed associations among the concepts. The above three

approaches to qualitative validity are the ones most related in dealing with qualitative issues. These approaches facilitate the analysis of the qualitative data.

5) Evaluative validity - it decides the importance or value of an issue. It is more or less a subjective approach not suitable for qualitative analysis. Both validity and reliability have been called by Yin (2003) as design tests to review the quality of the research design. Basically, there are 4 kinds of examination/test that need to be done in any empirical social research, they are, construct validity, internal validity, external validity and reliability. Table 4.4 shows the study case tactics for these four design tests; and discussions on all the tests plus adoption of various tactics to improve validity and reliability of this research can be found in the following section.

Table 4.4   Case study tactics for four design tests

Tests	Case Study Tactics	Phase of research in which tactics occurs
Construct validity	• Use multiple sources of evidence • Establish chain of evidence • Have key informant review draft case study report	Data collection Data collection Composition
Internal validity	• Do pattern matching • Do explanation building • Do time series analysis	Data analysis Data analysis Data analysis
External validity	• Use replication logic in multiple case studies	Research design
Reliability	• Use case study protocol • Develop case study database	Data collection Data collection

Source: COSMOS Corporation (2000) as cited in Yin (2003)

a)   Construct validity

"A research's failure in growing a sufficient operational set of measures and subjective judgment when collecting data is said to be the critical point that contributes

to the issue of construct validity in case study research" (Yin 2003). Authors define "construct validity as the process of establishing correct operational measures for the concept being studied" (Rahim & Baksh, 2003). However, "there are three tactics available to increase the construct validity in the case study research context" (Yin 2003) and this study adopted these tactics to overcome this issue. "The first tactic is the use of multiple of evidence during the data collection process" (Yin 2003).

The current research use two sources of indication, namely, semi-structured interview and documentation. The semi-structured interview is the primary data gathering source and was implemented with key personnel within selected participants. Alternatively, the organizational documents were gathered during the exit interviews results provided by the company. The information gathered includes the reasons for leaving and recommendations of leavers.

"The second tactic is to keep a clear chain of indication. This indication not only has the potential to raise the construct validity, but also the reliability of the case study. This tactic allows the spectator to trace clear cross referencing of the case study process ranging from the research question, methodological procedure and up to the conclusion, and vice versa. Finally, the third tactic is to have the informants to review the draft case study report. In this stage, the draft write-up of the case study was presented to all the interview participants for review and their feedback was used to improvise the final version (Yin 2003)".

b)   Internal validity

The second test is "to certify the process of establishing a causal relationship between constant and variables, and this test is also known as internal validity" (Rahim & Baksh, 2003). "Determining causal or explanatory relationships in a case study occurs when a researcher tries to find whether one event led to another. In verifying the

association, if the researchers mistakenly conclude the causal relationship between two events without knowing the third force that may affect the results of the case study, the research design is then under severe threat of internal validity" (Yin, 2003).

The other threats of internal validity in case study research "emerge through researchers' interpretations since they may be influenced by their own biases and assumptions" (Tharenou et al., 2007). Nevertheless, the issue of interval validity in this study has been resolved by the use of various data analysis techniques. This study adopted the suggestion made by Tharenou et al. (2007) by "capitalizing on the strength of the data triangulation technique through the use of mixed method analysis since it can assist the researcher to establish defensible causal relationships". Meanwhile, the application of pattern matching technique, as suggested by Burns (2000), was also "adopted in conducting data analysis since it has been proven to strengthen internal validity in the case study approach" (Burns, 2000).

c) External validity

The third test raised by Yin (2003), is "to know whether the findings of case study can be generalized beyond the study itself - also termed as external validity". He identifies that "this test is a major problem for any case study, particularly single case design since it offers a poor basis for generalizing" (Yin, 2003). The statement of "lack of generalizability of case study findings to a wider population" (Yin, 2003) is seconded by many authors" (Burns, 2000; Tharenou et al., 2007).

d) Reliability

The fourth test is reliability. Yin (2003) argue that "reliability relates to the ability of the research design to be replicated later by other researchers who follow the same procedures conducting the same research study all over again can yield the same findings and conclusions. The main objective of reliability is to minimize errors and

biases in a study". Rahim and Baksh (2003) share the same views on reliability by stressing "the need to establish the procedures and steps involved in a study which can allow repetition by others and, if exactly repeated, will result in the same findings". They also stress that "the reliability check can be performed by the reader of the case study by reviewing every protocol employed in the study. Therefore, all procedures and protocols in this study are documented and reviewed in order to achieve the goal of reliability which is to minimize error and bias, while at the same time increase the repeatability of the study" (Rahim and Baksh, 2003).

4.5.2.8 Bias for qualitative research

"The need to be watchful in qualitative study about the multiple sources of analytic bias is an important issue" (Miles & Huberman, 1994). Some basic biases are:

a) The holistic fallacy: explaining events as more patterned and congruent than they really are, missing many issues of which social life is made

b) Elite bias: overweighting data from clear, knowledgeable, usually high status respondents and under-representing data from less clear, lower status ones

c) Going native: losing one's viewpoint or "bracketing" skill, being appointed into the perceptions and explanations of local respondents. Qualitative researchers must avoid the inclination to let insight and perception having a greater impact on how they see things. Evading this tendency prevents a higher chance that the study will be biased. To prevent a high degree of bias happened into the study, values that actually determine the theoretical basis for the study were explained. They were inspected from the point of view of significance, and the feasibility of the theory under research. They were then converted into specific value premises for the study. The research approach was determined, and concepts were defined in terms of a set of value premises that were clearly stated.

4.5.2.9   Ethical Considerations

Following the guidelines of Hong Kong Institute of Human Resources Management (HKIHRM) is an important factor in the writing of this dissertation. Ethical considerations should HKIHRM indicated that the researcher should be concerned that questions like the following should be addressed: How were individuals selected and prepared to participate in the study? Was the confidentiality of the participants protected? If any of the participants are co-authors, will real names be used in the text? Does the participant selection fit with the research framework? Does the participant selection fit with the research questions? If participants were paid, what method(s), if any, was used to pay them?

For the purposes of this study, participant selection for the identification of salespersons was from the total population of salesperson who were willing to participate. Participants in the qualitative investigation were selected via criterion-based sampling in that only those employees who reported to perceived servant leaders participated in the qualitative investigation. The researcher provided a free, training activity to the participants and at the conclusion of the training the participants were interviewed one by one on research packet.

The research packet included an introductory letter, a form granting consent to participate in the research, (and the questionnaire for quantitative study). The letter introduced the researcher, the name of the study, and prospects were informed that their participation would be voluntary, and that they could refuse to participate or withdraw at any time. None of the participants was a co-author, they were not paid, and their names will not be used in the text. The researcher ascertained that information that could possibly inject a bias as the text is read has been disclosed so

that readers can make up their own minds about the validity and reliability of the information being read.

Prior to collecting data via survey and interview, the approval from ethical Committee of LSBU was sought**.** The researcher sought the approval from the directors of the research company before data collection, as gatekeepers. A copy of the approval letter can be found in Appendix D.

4.6   Chapter Summary

In this chapter, the research purpose and questions were listed out as set out in Chapter 1. The research design was then introduced. The characteristics for each of qualitative, quantitative and mixed methods of research were discussed. As in this research, mixed method research was used. Population and sample, data collection and instrumentation of quantitative method was introduced. Then, population and sample for interview, interview question design, data collection for interview, validity, bias and ethical considerations of qualitative method were analyzed thoroughly.

In the next chapter, the quantitative result and tests of the hypotheses results will be analyzed.

Chapter 5

QUANTITATIVE ANALYSIS

5.1   Chapter Introduction

The preceding chapter focused on the research design, data collection processes and data analysis procedures used to respond to the research questions. As the research involves mixed method analysis, the findings are processed into two stages. This chapter presents the results for stage one, which relates on the quantitative procedures for both data analysis techniques and statistical procedures. This chapter starts with the background information on hypotheses formulation, and followed by the description of demographic data. The result of reliability analysis on the measurement constructs is examined together with the results of dimension reduction through factor analysis. Results of PLS two-step approach, which involves assessment of the entire model, are listed. For the structural model evaluation, a description of testing of the study's hypotheses and an assessment the mediating effects for job embeddedness are followed.

5.2   Population overview

The research population was the salesperson in the niche market of retail industry in Hong Kong. Data was gathered from salesperson in a luxury department store. It is one of the main luxury department store in Hong Kong. For the research company was the most typical high-end department store with great variety of products, namely watch, jewellery, cosmetics, clothing, leather goods, electrical & electronic product, medicine, eye-wears, chocolate and food sections that closely resemble the major retail categories in Hong Kong (e.g. others have less product varieties).   This sample was appropriate for the purposes of studying salesperson turnover/retention issues of the niche market of Hong Kong retail industry. In fact, there were around four

major companies of this sector in Hong Kong, whose individual product price is up to millions Hong Kong dollars.

From the employment history of the staff of the researched company, actually they came from nearly all major companies of the retail market. Furthermore, the selection of one company had the advantage of raising the efficiencies and accuracies of research in terms of control of timing (meet the criteria of the definition of 'cross-section' research) and answering the enquiries of respondents efficiently for raising the quality of research responses.

5.3   Response rate and data screening

The data for this phase was collected via the paper-based survey questionnaire administered to 105 salespersons (out of 170 salespersons) in the research company. Cross-sectional study with around 10% of population of salespersons in four premium department store (estimated around 1,000 salespersons as a whole) was used in the research. In comparison with related literature, Table 2.1 referred, Jiang et al. (2012) used 65 samples in the population of 42,907 staff (0.15% selected as sample from population) for their research on job embeddedness by cross-sectional study. As illustrated in the chapter 4, various strategies were adopted in order to increase the survey response rate and accuracy (like briefing to respondents before the exercises and scanning of completeness of filling). As a result, 100 responses were received which signifies a response rate of 95 per cent. All data was manually checked and coded into the SPSS software to prepare for further analysis. The codes and their respective representations are listed in Appendix G.

Subsequently, the data was scanned for the presence of missing data and outliers. Generally, "missing data and outliers are anticipated as part of the research design. In this case, the missing data can be termed as ignorable missing data which means that specific remedies for the missing data are not required because the allowances for the missing data are inherent in the technique used. The justification for this allowances is that the missing data is occurring at random" (Hair et al., 2006). During the data screening process, no respondent was identified as not completing (see Appendix H showing all data sets were completed). The reasons for the good quality was due to ensuring all questions were answered before returning the questionnaire. It included careful scanning before accepting the questionnaire forms from the participants and prior briefing of the aim of study (e.g. no right and wrong, just fill-in what their own decision).

The data was also screened for any outliers that may exist. The data in this research was diagnosed from the perspective of univariate and multivariate. As discussed in chapter 4, the threshold value for designation of outliers for this study has been set out at $\pm$ 3 (absolute value 3). Refer to Table 5.1 below, by using the descriptive analysis of the research constructs in SPSS, no observations exceed the threshold value on a single variable or univariate outlier (Appendix I refers to full constructs' SPSS output, where all the absolute 'Zscore', standardized residual generated for each variable by SPSS, values of relevant variables are less than ± 3).

Table 5.1 Descriptive Statistics of tested constructs

<center>Descriptive Statistics</center>

	N	Minimum	Maximum
Zscore(JE_WKA)	100	-2.31767	1.80875
Zscore(CMTA)	100	-2.68477	1.32235
Zscore(STAYA)	100	-2.40263	1.28427
Zscore(CULTA)	100	-2.71242	1.77092
Valid N (listwise)	100		

Further, the data was tested for outliers from a multivariate perspective. By using the linear regression function of SPSS, multivariate outliers are discovered using Mahalanobis D^2 (MD) measure. MD is calculated from distance calculation in linear regression and the measure of 'Returns the cumulative probability' (Probability MD) that a value from the chi-square distribution, with degrees of freedom (df), will be greater than the distance. Finally, 2 observations smaller than target value 0.01 were identified (Table 5.2 for extract and Appendix J for full data).

Table 5.2 Testing for Multivariate of Questionnaire Data (SPSS)

ZJE_WKA	ZCMTA	ZSTAYA	ZCULTA	MD	Probability MD	Outliers
-2.31767	-0.01336	-2.40623	-2.71242	18.56203	0.00034	1
-0.25446	-1.34906	-0.55918	1.77092	17.22554	0.00064	1
-0.94220	1.32235	1.28427	1.77092	8.90866	0.03053	0
.	.	.	.	.	.	.
.	.	.	.	.	.	.
-0.25246	-0.01336	0.66979	0.27647	0.33636	0.95395	0

Therefore, it was decided that all these cases be retained as they do portray a representative element of the population. This decision is in accordance with Hair et al.'s (2006) "stand when they indicate that outlier cases need to be retained to ensure representative to the entire population".

The data was tested for compliance with basic statistical assumption underlying the multivariate techniques which included the test of normality, homoscedasticity and

linearity. The test of normality in this research is determined through the assessment of skewness and kurtosis (Table 5.3).

Table 5.3 Normality Test in SPSS (Skewness and Kurtosis)

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
JE_WKA	.180	100	.000	.927	100	.000
CMTA	.225	100	.000	.893	100	.000
STAYA	.192	100	.000	.879	100	.000
CULTA	.219	100	.000	.926	100	.000

a. Lilliefors Significance Correction

"Both of these indices are calculated via SPSS and the rule of thumb in examining the minimal violation of the assumption of normality is that if the absolute value is below │3.00│ for skewness and the absolute value of kurtosis lower than │8.00│, the distribution can be assumed normal" (Kline, 2005). Both Kolmogorov-Smirrnov and Shapiro-Wilk statistics reported insignificant value which reflected the data were statistically insignificantly different from a normal distribution. In addition, all the scores of skewness and kurtosis indexes in this study did not exceed the suggested minimal violation values for both skewness and kurtosis, hence, it can be concluded that the assumption of the normality of the data was not violated and regarded as acceptable.

The test of homoscedasticity was carried out through graphical examination to assess the variance dispersion of dependent variable across the range of independent variables. The scatterplots of data point for the studied variables visually exhibited normal distribution patterns which represented equal variance dispersion across all data values (in comparing with the plot line) as shown in Figure 5.1 below:

Figure 5.1 Scatter Plot Charts

JE_WKA vs STATA

Job Embeddedness
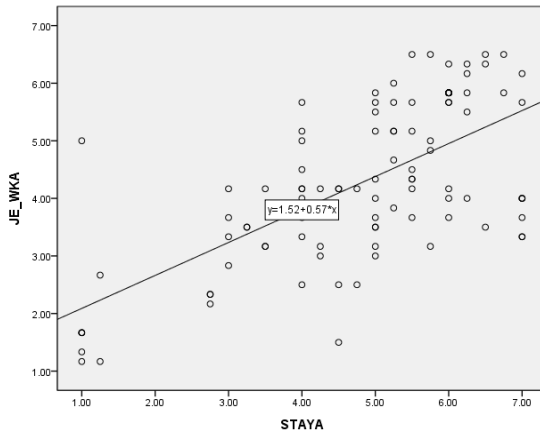
CMTA vs STATA

Organizational Commitment
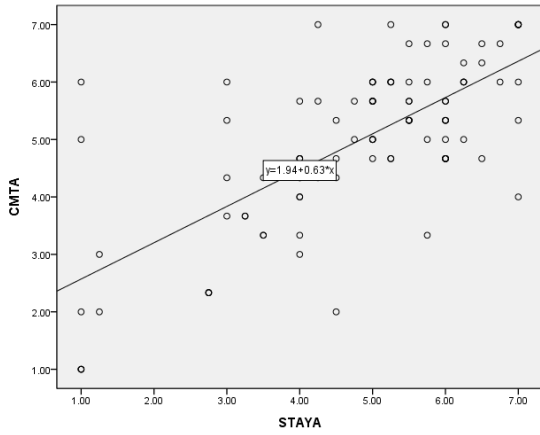
CULTA vs STAYA

Organizational Culture
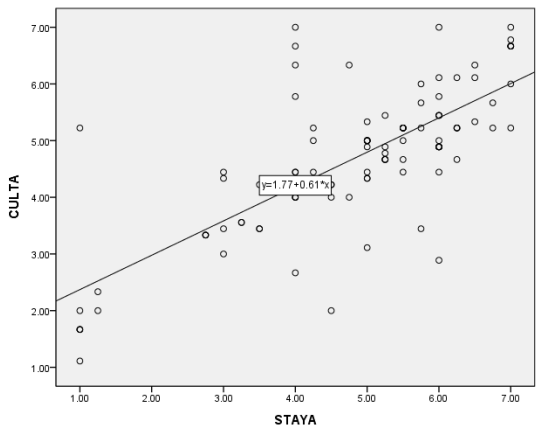
It can be concluded the existence of homoscedasticity relationship between dependent variable and independent variables.

The final statistical assumption under multivariate techniques is the assessment of the data's linearity relationships. "The test of linearity is conducted through visual inspection of the relationship as it is the most common way to determine linearity relationship" (Hair et al., 2006). The scatter plotted of all independent variables against the dependent variables visually exhibited no events of any apparent nonlinearity relationship and thus decided the existence of linearity relationship (Figure 5.1). However, this assumption was re-checked again for the entire model to examine the residual value for confirming the existence of linearity in the research.

5.4   Quantitative Analysis Method

"To analyze cause-effect relationships between latent constructs, structural equation modelling (SEM) provides a common method for estimating causal models" (Chin, 1998a; Gefen et al., 2000). In this study, partial least squares SEM (PLS-SEM) is used for data analysis instead of covariance-based SEM (CB-SEM) approaches. Jöreskog and Wold (1982) proposed that "PLS-SEM is more suitable for prediction analysis, whereas linear structural relationship (LISREL) analysis is better suited for confirmatory analysis".

As confirmatory analysis requires a stricter distribution assumption for a large sample size, PLS-SEM was used for its less demanding for distribution assumption and sample size. SmartPLS 2.0, was chosen for finding the relevant association between the constructs in the research framework.

5.5   Demographic Profile of Participants

Questionnaire items involving to the demographic of the participants were analyzed, and the outcomes are listed in Table 5.4. The outline of the profile of the participants is provided, which incorporates information relating to gender, age, educational level, employment status and salary level.

Totally, 100 successful responses were gathered from the research, the descriptive statistics show that 94% of the participants were female and 6% were male, which is the typical gender pattern of the retail industry. Samples include participants from different age groups: '18–25', '26–32', '33–39' and 'aged 40 or above'. Most participants were in the age group between 33 and 39 years' old which expected to reflect more mature ideas to the survey. Over half of the salary range of participants was in the range of $9,000 - $14,000 which is reasonably reflected that the major salary level for salespersons. For the retail service year, over half of the participants have 5 years of more in the retail industry, will expect more mature ideas shared from participants with experience of different company.

5.6   Reliability

"Reliability is the degree to which a test consistently measures whatever it is measuring" (Hair et al., 1998) "It is an assessment of the degree of consistency between multiple measurements of a variable and the Cronbach's alpha test is applied to measure the internal consistency between the items in summated scales" (Hair, el al., 1998).

Table 5.4 Demographic profile of participants

Demographic variables	Frequency
GENDER	
Female	94
Male	6
SALARY	
$9,000 – $14,000	53
$14,000 - $16,000	22
$16,001 - $20,000	20
$20,001 or above	5
AGE	
18 - 25	6
26 - 32	23
33 - 39	42
40 or above	29
RETAIL SERVICE YEAR	
1 year or below	15
1.1 – 2 years	7
2.1 – 5 years	37
5 years or above	41

A reliability analysis of Cronbach's alpha was performed to test their reliability and internal consistency of job embeddedness, stay intention, organizational culture and commitment (by feeding corresponding data of each construct in the reliability test using Cronbach's alpha analysis in SPSS). The results of the preliminary test showed that the scales were internally reliable: alpha = .86 for job embeddedness, alpha = .93 for organizational commitment, alpha = .96 for organizational culture and alpha = .94 for stay intention. All related alpha values exceeded the minimum standard (.60) suggested by Hair et al. (1998) suggested that the data could be applied to factor analysis for showing the validity of the research data. Also, Barlett's test (Table 5.5 referred) of sphericity statistically tests for the presence of correlation among the variables, and the Kaiser-Meyer-Olkin (KMO) overall measure of sampling adequacy (MSA). As the following Table 5.5, 'KMO and Barlett's Test' for the inputted

constructs showed, the Barlett test was significant at .000, and the KMO-MSA overall

value was above 0.893, indicating that data set was suitable for factor analysis.

Table 5.5 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.893
Bartlett's Test of Sphericity	Approx. Chi-Square	2767.973
	df	231
	Sig.	.000

5.7   Dimension reduction - using Factor Analysis

Exploratory factor analysis is exploited to condense the dimensions of the data

set into smaller number of brand new sets of dimensions. "This analysis is essential

since it can detect patterns from the original data and extracted them into more

meaningful underlying dimensions, known as factors" (Jolliffe, 1986). Alternatively,

"it allows the respondents to identify separate dimensions and further permits

understanding as to what extent the construct is explained by each dimension" (Hair et

al., 2006). The usual way of factor extraction is the use of principal component method

(PCA).

"This method of extraction is generally used to reduce the data into a smaller

set of components by seeking the total variances and derive factors that contain a small

proportion of unique variance" (Hair et al., 2006). Alternatively, "it seeks sets of

factors that can account for all usual or unique variances in a given set of variables"

(Lu et al., 2007). Hatcher (1994) claims that "the minimum adequate sample size

required to run this procedure is at least 100 observations", the point is agreed by Hair

et al. (2006) "when they assert that the preferable sample size should be 100 or larger".

The analysis is implemented to each individual latent constructs and the outcomes of

the evaluations are discussed in the next sub-section.

In Table 5.6, factor analysis (in SPSS) using PCA and Promax rotation was executed. "Items with factor loading of .40 or higher were retained since loadings of .40 are considered more important" as suggested by Hair et al. (1998). It was confirmed scale development and yield seven different factors after the factor analysis test. The 22 items were factor analyzed and yielded 7 factors (included job embeddedness - 2 factors; organizational culture – 3 factors; organizational commitment and stay intention – each has 1 factor). All 7 factors had eigenvalues greater than 0.5, and as shown in Table 5.7, the cumulative % of variance explained for the 7 factors solution was 90%. The values of Cronbach's Alphas for the 7 factors ranging from .86 to .96 and were "above the generally agreed upon lower limit of .60" (Hair et al., 1998).

For detail accounted for the total variance of each construct (as referred in Table 5.8), the first factor was named as "stay intention" which explained for 59.21% of the total variance. The second factor was named as "organizational culture (Empowerment)" which explained 11.97% of the total variance. The third factor labeled as "organizational commitment" accounted for 5.27% of the variance. The fourth factor labeled as "job embeddedness (Fit/Sacrifice)" explained for 4.74% of the variance. The fifth factor was named as "organizational culture (Empowerment)" which explained 3.61% of the total variance. The fifth factor was labeled as "organizational culture (Empowerment)" which accounted for 3.61% of the total variance. The sixth factor labeled as "job embeddedness (Link)" accounted for 2.70% of the variance. The final factor named as "organizational culture (Fair Reward)" which explained 2.50% of the total variance. For Collinearity Diagnostics checking (Using SPSS) in Table 5.9, as all the "Condition Index" were less than 15, there seems no case of multi-collinearity.

Table 5.6 7 Factors Derived from Factor Analysis

	Component						
	1	**2**	**3**	**4**	**5**	**6**	**7**
job embeddedness (Cronbach's alpha = .86)							
a. Leave attitude (fit & sacrifice)							
It would be difficult for me to leave this organization.				0.952			
I'm too caught up in this organization to leave.				0.942			
I simply could not leave the organization that I work for.				0.891			
b. Relation with company (Link)							
I feel attached to this organization.						0.915	
I feel tied to this organization						0.904	
I am tightly connected to this organization.						0.938	
organizational commitment (Cronbach's alpha = .93)							
I would be happy to spend the rest of my career in this org			0.917				
I really feel as if this organization's problems are my own.			0.922				
This organization has a great deal of personal meaning for me.			0.939				
stay intention (Cronbach's alpha = .94)							
I plan to be with this company for a while.	0.831						
Sometimes I get so irritated that I think about changing jobs.(R)	0.944						
I plan to be with this company five years from now.	0.904						
I would turn down an offer from another retail co. if I came tomorrow	0.958						
organizational culture (Cronbach's alpha = .96)							
a. Empowerment							
Employees are given great latitude for the organization of their work		0.910					
Employees in my work unit have much autonomy in project		0.954					
In my work unit, employees have considerable freedom regarding the way out their work.		0.925					
b. Competence Development							
Employee can develop their skills in order to increase their chances of being promoted.					0.920		
Employees can rotate jobs to develop their skills.					0.951		
I am able to apply new skills in my work.					0.900		
c. Fair Reward System							
I estimate my salary as being fair internally.							0.952
My salary is fair in comparison with what is offered for a similar job elsewhere.							0.962
In my increases and/or bonus I received in the last 2 years adequately reflect							0.940
my recent performance evaluations.							

Note: Extraction Method - Principal Component Analysis. Rotation Method - Promax with Kaiser Normalization. (Rotation converged in 8 iterations)

Table 5.7   Summary on the results of factor analysis

Construct	No. of factors	Factor	Eigenvalue	% of variance	Dimension
Org. Culture	3	1	2.63	11.97	Empowerment
		2	0.8	3.61	Competence Dev.
		3	0.55	2.5	Reward Sys.
job embeddedness	2	1	1.04	4.74	Fit/Sacrifice
		2	0.59	0.59	Link
Org Commit.	1	1	1.16	5.27	Org Commit.
Stay Intent.	1	1	13.03	59.21	Stay Intent.

Table 5.8   Total Variance Explained (Factorization functions of SPSS)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	13.026	59.211	59.211	13.026	59.211	59.211	9.861
2	2.634	11.974	71.184	2.634	11.974	71.184	9.024
3	1.160	5.271	76.456	1.160	5.271	76.456	9.477
4	1.044	4.743	81.199	1.044	4.743	81.199	3.689
5	.795	3.614	84.813	.795	3.614	84.813	9.466
6	.593	2.698	87.510	.593	2.698	87.510	10.503
7	.551	2.503	90.013	.551	2.503	90.013	10.083
8	.418	1.899	91.912				
9	.297	1.352	93.264				
10	.247	1.121	94.384				
11	.233	1.057	95.441				
12	.182	.827	96.268				
13	.158	.716	96.985				
14	.147	.670	97.655				
15	.107	.485	98.139				
16	.086	.389	98.528				
17	.079	.360	98.888				
18	.070	.316	99.204				
19	.052	.237	99.441				
20	.044	.198	99.640				
21	.040	.184	99.823				
22	.039	.177	100.000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Table 5.9   Collinearity Diagnostics[a]

Dimension	Eigenvalue	Condition Index	Variance Proportions			
			(Constant)	Job Embed.	Org. Commit.	Org. Culture
1	3.891	1.000	.00	.00	.00	.00
2	.049	8.929	.61	.62	.00	.00
3	.040	9.879	.38	.37	.23	.17
4	.020	13.925	.01	.00	.77	.82

a.   Dependent Variable: stay intention

5.8   PLS analysis : 2-Step approach

Following the descriptive statistics and classifying dimensions of the construct via factor analysis, the analysis proceeded with various critical statistical examinations. For this part, the data was analyzed using Partial Least Square (PLS) method and SmartPLS 2.0 software was utilized to analyze the research model and thus help to solve all the research hypotheses.

At first, the measurement model (with reference to the research framework in Figure 1.1) with constructs and their inter-relationships was set/devised in the SmartPLS software as shown in Figure 5.2. The model comprises of inner and outer models divided by the dotted rectangle (the supposition of 2-levels relationship was also established by the outcome of factor analysis). The outer model comprises of all first-order dimensions connected with the relevant constructs; the inner model is signified by 4 second-order constructs, namely, job embeddedness, organizational culture, organizational commitment and stay intention.
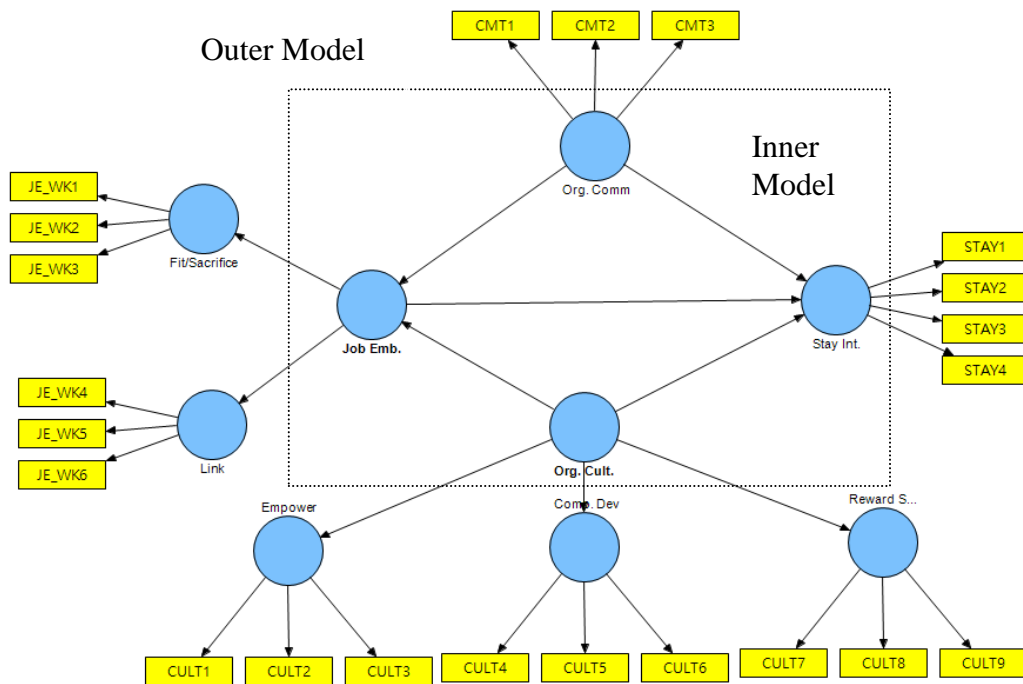
Figure 5.2 The Measurement Model of the study

5.8.1   Step 1 - The outer model assessment

In this part, SmartPLS was used to conduct PLS CFA to review uni-dimensionality and to see if the observed variables were well denoted by the assigned measurement factors both in outer and inner models. "The test of uni-dimensionality was performed through a series of analyses by determining its convergent validity and discriminant validity" (Henseler et al., 2009). The next part analyzes the test results from the inspections on the outer model.

Figure 5.3 illustrated the measurement model of the research to be analyzed using SmartPLS. The main part of this analysis was on the outer model that resided external to the dotted rectangle line. An analysis on the result of this analysis can be seen in the following section.

5.8.1.1 Convergent validity - 1st criterion

Convergent validity was evaluated by 3 different criteria as said in the preceding chapter. The first criterion to be evaluated was the outer loadings made by the CFA procedure in SmartPLS 2.0. Table 5.6 shows the outer loadings for all items of the constructs. The suggested cut off value of outer loadings was set at 0.70. "This recommendation was in line with the view of many scholars that the value of 0.70 and above could be considered adequately high in assessing the convergent validity of the constructs" (Henseler et al., 2009). Based on these outer loadings, each outer model was evaluated and compared with the cut off value of 0.70.

Overall, all items outer loadings were above the recommended threshold value. This was confirmed by Table 5.10 (results generated by SmartPLS 2) that represents all items outer loadings were higher than 0.70. Generally, it could be decided that the items had adequately satisfied the first criterion of the convergent validity test. Next, an explanation of the first criterion on each outer model involved in this study was provided.
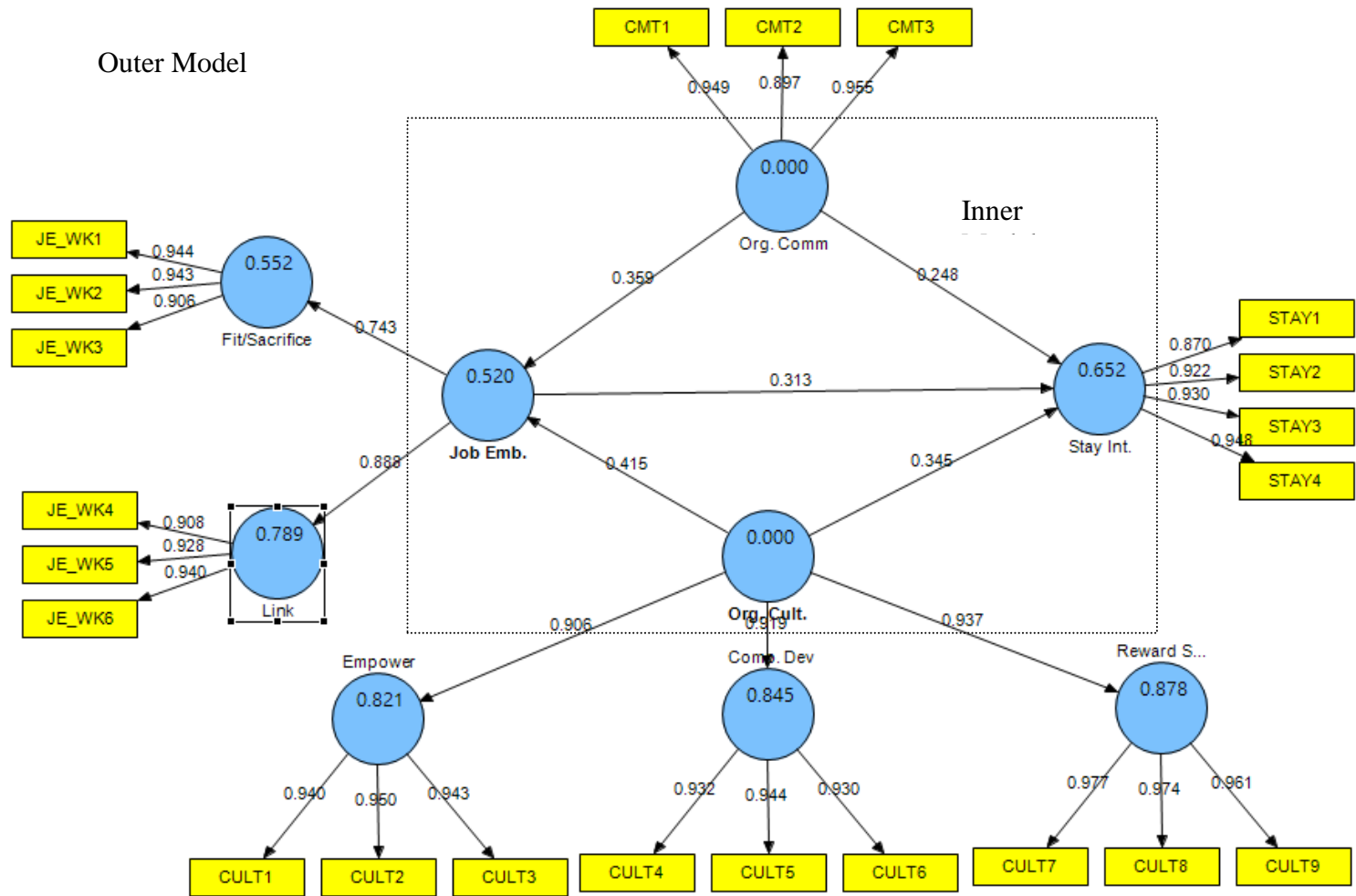
Figure 5.3   Result of SmartPLS on the Measurement Model of the study

Table 5.10   Values of outer loadings

Items	Loadings	Items	Loadings
CMT1	0.9492	JE_WK1	0.9439
CMT2	0.8971	JE_WK2	0.9426
CMT3	0.955	JE_WK3	0.9065
CULT1	0.9404	JE_WK4	0.9081
CULT2	0.9498	JE_WK5	0.9276
CULT3	0.9435	JE_WK6	0.9402
CULT4	0.9324	STAY1	0.8702
CULT5	0.9444	STAY2	0.9216
CULT6	0.9298	STAY3	0.93
CULT7	0.9773	STAY4	0.9481
CULT8	0.974		
CULT9	0.9606		

5.8.1.2 Convergent validity - 2nd criterion

The evaluation of second criterion of convergent validity was to examine the internal consistency reliability of the outer model. Before the running of SmartPLS 2.0, the reliability of the measurement construct was decided through reliability coefficient of Cronbach's alpha via SPSS program. In this analysis, the internal consistency reliability was projected using composite reliability and the coefficient of Cronbach's alpha. "The rule of thumb for both composite reliability and Cronbach's alpha was above 0.70 to indicate an acceptable internal consistency reliability" (Henseler et al., 2009).

Table 5.11 (results generated by Smartpls 2) below represents the composite reliability, and Cronbach's alpha for the dimensions of all constructs in the outer model.

For organizational culture outer model, all of its dimensions had attained composite reliability above 0.70 with the highest recorded by Fair Reward of 0.98. The Cronbach's alpha coefficient was also higher than the threshold value of 0.70 which indicated that the dimensions of the organizational culture construct had established the existence of good internal consistency reliability.

Table 5.11 Composite reliability and Cronbach's alpha for dimensions in their respective outer models

Outer models	Dimensions	Composite Reliability	Cronbach's Alpha
Org. Culture	Empowerment	0.95	0.93
	Competence Dev.	0.96	0.94
	Fair Reward.	0.98	0.97
Job embeddedness	Fit/Sacrifice	0.95	0.92
	Link	0.95	0.92
Org Commit.	Org Commit.	0.95	0.93
Stay Intent.	Stay Intent.	0.96	0.94

Table 5.11 also shows the dimensions of job embeddedness construct's composite reliability and Cronbach's alpha coefficient. Fit/Sacrifice dimension had 0.95 on composite reliability and 0.92 of Cronbach's alpha. Also, composite reliability for Link dimension was 0.95, and 0.92 of Cronbach's alpha which indicated that both dimensions of the job embeddedness construct had established the presence of similar sound internal consistency reliability.

Lastly, Table 5.11 reported the organizational commitment and stay intention outer model's internal consistency reliability. Both constructs had demonstrated high composite reliability and Cronbach's alpha value, or the presence of good internal consistency reliability.

The internal consistency reliability for the entire constructs was also available for examination. Table 5.12 (results generated by Smartpls 2) below represents the composite reliability and Crobach's alpha for all the inspected constructs.

Table 5.12   Composite reliability and Cronbach's alpha among constructs

Construct	Composite Reliability	Cronbach's Alpha
Job embeddedness.	0.88	0.86
Org. commitment.	0.95	0.93
Org. Culture	0.97	0.96
Stay intention	0.96	0.94

Table 5.12 shows the values for the loadings of the measurement model. The composite reliabilities of the constructs ranged in value from 0.88 to 0.97, similarly higher than 0.7. The Cronbach's alpha figures ranged in value from 0.86 to 0.96, were higher than the minimum suggested value of 0.7 (Hair et al., 2010), showing that all the items exhibit strong internal reliability.

The above table discloses that the Organizational construct has attained a composite reliability value of 0.97 and 0.96 respectively, after that the stay intention with 0.96 of composite reliability and 0.94 for Cronbach's alpha. The organizational commitment construct attained 0.95 for composite reliability and 0.93 in Cronbach's alpha value. Job embeddedness had 0.88 in composite reliability and Cronbach's alpha value 0.86.

Briefly, all the relevant dimensions of the outer models and their individual constructs had surpassed the recommended threshold value of 0.70 for composite reliability and Cronbach's alpha coefficients. Then, it could be decided that all relevant dimensions of the outer models and their individual constructs had succeeded the second criterion in determining the construct validity by having good internal consistency reliability.

5.8.1.3 Convergent validity - 3rd criterion

The third criterion focuses on determining the convergent validity of the outer models. Fornell and Larcker (1981) suggested "the use of average variance extracted (AVE) indicator as a criterion of convergent validity". "AVE indicated the meaning of how much, on average, a latent variable was able to explain the variance of its indicator, and AVE value of above 0.50 indicated sufficient level convergent validity" (Henseler et al. 2009). The results of AVE analysis are shown in Table 5.13 (results generated by Smartpls 2).

Table 5.13   AVE for dimensions in their respective outer models

Outer models	Dimensions	AVE
Org. Culture	Empowerment	0.89
	Competence Dev.	0.88
	Reward Sys.	0.94
Job embeddedness	Fit/Sacrifice	0.87
	Link	0.86
Org Commit.	Org Commit.	0.87
Stay Intent.	Stay Intent.	0.84

Table 5.13 illustrates the AVE value of the dimensions in the outer model. In the Organizational culture outer model, Reward System dimension had the highest AVE of 0.94 followed by Empowerment and Competence with 0.89 and 0.88 respectively. In the job embeddedness outer model, Fit/Sacrifice dimension had the highest AVE of 0.87, then followed by Fit dimension with 0.86. In the Organization commitment and stay intention outer model had AVE values of above 0.65. All dimensions of outer model passed the third criterion with both of its dimensions recording AVE of above the threshold value. The AVE for the entire constructs were also available for assessment. Table 5.14 (results generated by Smartpls 2) indicates the AVE for all the examined constructs.

Table 5.14 Average variance extracted (AVE) among constructs

Construct	AVE
Job embeddedness	0.56
Org. commitment	0.87
Org. Culture	0.77
Stay intention	0.84

The above table discloses that all constructs had attained AVE of above of the suggested level of 0.50. The organizational commitment construct had the highest at 0.87, followed by the stay intention and organizational culture at 0.84 and 0.77 respectively. Meanwhile, job embeddedness had AVE of 0.56, but was still acceptable above slightly the 0.50 level.

Then, the dimensions had adequately satisfied the third criterion in evaluating convergent validity. It can be confirmed as all the dimensions had attained AVE values of near or above 0.50. For the construct level, all values of AVE are also 0.50 level and these indicated that all the variances observed in the items were accounted by their factors and thus satisfy the third criterion of convergent validity. In brief, the analysis of the 3 criteria demonstrates that all the dimensions within their respective outer models exhibited sufficient convergent validity. This section completed the assessment on convergent validity of the outer models. Next part delivered an examination on discriminant validity.

5.8.1.4 Discriminant Validity

"Discriminant validity is a complement to convergent validity and can be considered present when variance shared by a construct with its indicator is higher than other constructs in a given model" (Fornell & Larcker, 1981). It is also computed using AVE and Ghozali (2008) suggests that "the AVE needs to be square rooted ($\sqrt{}$ AVE) then compared with inter-construct correlation. The value of $\sqrt{}$ AVE needs to be

higher than the inter-construct correlation before confirmation of the existence of discriminant validity can be made". Table 5.15 (results generated by SmartPLS 2) presents the matrix of AVE's square root and the dimensions' correlation. Correlations between dimensions are displayed in the lower left of diagonal factors in the matrix. The value of $\sqrt{\text{AVE}}$ (bold) in the table is examined to the values of correlation under it (or to the same row for the far right $\sqrt{\text{AVE}}$) and should be larger to show the existence of discriminant validity.

For example, the AVE's square root for Competence Development (0.94) is higher than the correlation of Competence Development and Fit/Sacrifice (0.11). This figure is also higher than the correlation of Competence Development with other dimensions such as Link (0.67), organizational commitment (0.64), Fair Reward (0.77), stay intention (0.70) and Empowerment (0.74). Thus, it meets the vigorous test outlined by Fornell and Larcker (1981) in giving evidence of discriminant validity for the all the dimensions in the research.

Table 5.15   AVE, square root AVE and correlation of dimensions (among dimensions of outer model)

	AVE	Comp Dev.	Fit/Sacrifice	Link	Stay Int.	Empower.
Comp Dev.	0.88	**0.94**				
Fit/Sacrifice	0.87	0.11	**0.93**			
Link	0.86	0.67	0.35	**0.93**		
Org. Comm.	0.87	0.64	0.28	0.74		
Fair Reward	0.94	0.77	0.22	0.77		
Stay Intent.	0.84	0.70	0.41	0.71	**0.92**	
Empower.	0.89	0.74	0.25	0.77	0.68	**0.94**

5.8.2   Step 2 - Structural model evaluation

The preceding section examines the outer model by PLS analysis that shows the connection between latent variables with their dimensions and measurement constructs. "The investigation involves determining the uni-dimensionality of the

construct by assessing its internal consistency reliability, convergent validity and discriminant validity. The reliability and the validity of the outer model further allows an assessment of inner path model estimates" (Henseler et al. 2009).

Then, the quantitative analysis carried on with Step 2 in the PLS two-step approach by examining the inner models of the research by path analysis, which further allows the testing of the research's hypotheses. In the research, the inner model comprises of connections between stay intention with organizational culture, organizational commitment and job embeddedness. The dependent construct is the stay intention. This section evaluates the structural model which focuses on evaluating the model on two main criterions:

• The variance explanation of the endogenous (dependent) construct; and

• The significance of path coefficients

5.8.2.1 Variance explained

Hulland (1999) declared "that the primary objective of PLS analysis is minimization of error or equally, maximization of variance explained". He also proposes that "researchers using PLS analysis should report the R^2 value of all the endogenous constructs since the degree to which any PLS model can achieve this objective is to report this value". Then, the first criterion for measuring the structural model is to decide the variance explained by examining R^2 value of the endogenous construct. The R^2 value computes the 'variance proportion of the endogenous dependent variable about its mean that is accounted for the independent (exogenous) variable. "The value varies from 0 to 1 and the higher the value; the greater the explanatory power on the structural model and thus provide better prediction the dependent variable" (Hair et al. 2006, p. 143).

Table 5.16 (results generated by Smartpls 2) illustrates the R^2 value for job embeddedness and stay intention. In brief, R^2 values for all the endogenous constructs are strong. It can be noticed from the table that 60% of the variance in job embeddedness is explained by organizational culture and organizational commitment constructs. Whereas, 64% of the variance in stay intention construct is explained by job embeddedness, organizational culture and organizational commitment constructs.

Table 5.16 R^2 value of the endogenous construct

Construct	R^2
job embeddedness	0.60
stay intention	0.64

In brief, the first criterion in assessing the structural model has been fulfilled by deciding the R^2 values for all the endogenous constructs. All the dependent constructs have recognized with high R^2 values and, in fact, stay intention and job embeddedness has very high R^2 values when the construct is accounted for more than 50% by all other constructs in the model. The next part explains the analysis of testing the second criterion, and finds out the significance of the path coefficient by employing the bootstrapping procedure.

5.8.2.2 Path coefficients analysis

The preceding section delivered an examination of variance explained or R^2 values of the endogenous construct which is the first criterion in assessing the structural model. This part proposes the evaluation of the second criterion which is to find out the significance of the path coefficients based on t-statistics originated from the bootstrapping function. "Bootstrapping is a procedure that generates random samples repeatedly for a specific number of times from the original data set" (Hair et

al., 2006). Then, a bootstrap re-sampling procedure of 1000 samples was used, based on the 100 of the original sample as suggested by Henseler et al. (2009) to evaluate the significance of the path coefficient. The path significance, in terms of path coefficient, of each theorized connection with the model and the variance explained (R^2) by each path were tested. Helm et al. (2010) listed out that "in research, a two-tailed t-test was utilized as the independent construct may either display a positive/negative effect on the dependent construct". The two-tailed t-test (df = 99), the 0.05 significant level, i.e. $p < 0.05$, needs a t-value > 1.96, and the 0.01 significant level, or $p < 0.01$, needs a t-value > 2.63. The 0.001 significant level, or $p < 0.001$, needs the t-value > 3.40. Table 5.17 illustrates the path coefficients, t-values and significance for the constructs. The illustration of the table is given in the next section, together with the test of the study's hypotheses.

Table 5.17 Path coefficient, t-value and significance

	Direction	Path Coefficient	T value	Significant
Job_Emb. -> Stay Intent.	+	0.32	2.98	**
Org. Comm -> Job_Emb.	+	0.35	3.33	**
Org. Comm -> Stay Intent.	+	0.25	2.33	*
Org. Cult. -> Job_Emb.	+	0.48	4.49	***
Org. Cult. -> Stay Intent.	+	0.32	2.81	**

*   Significant at p<0.05
**   Significant at p<0.01
*** Significant at p<0.001

5.8.2.3 Hypotheses testing

The result from the PLS path analysis, showed in Table 5.17 (results generated by Smartpls 2), allowed the testing of the study's hypotheses. By the path coefficient and its t-value resulted from the bootstrapping, conclusions on whether the hypotheses are accepted or declined by the data.

Based on the results of Table 5.17. The structural model and the path coefficients for the research framework was constructed as in Figure 5.4 below.
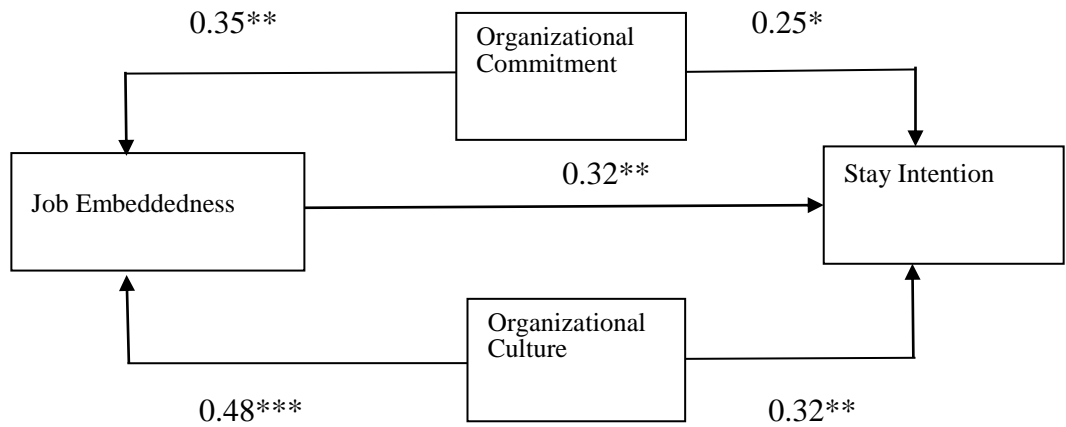
Figure 5.4 The Structural Model and Path Coefficients for Research Framework

Notes: *$p < 0.05$, **$p < 0.01$, ***$p < 0.001$

H1 : Job embeddedness has a positive impact on stay intention

The path coefficient demonstrates a positive and significant association (0.32; p<0.01) between job embeddedness and stay intention. Then, the hypothesis is supported by the data.

H2 : Organizational commitment has a positive impact on stay intention

The path coefficient demotrated a positive and significant relationship (0.25; p<0.05) between organizational commitment and stay intention. Then, this hypothesis is supported by the data.

H3 : Organizational culture has a positive impact on stay intention

The path coefficient demonstrates a positive and significant association (0.32; p<0.01) between organizational culture and stay intention. Then, this hypothesis is supported by the data.

H4 : Organizational commitment has a positive impact on job embeddedness

The path coefficient demontrates a positive and significant relationship (0.35; p<0.01) between organizational commitment and job embeddedness. Then, the hypothesis is supported by the data.

H5 : Organizational culture has a positive impact on job embeddedness

The path coefficient demonstrates a positive and significant relationship (0.48; p<0.001) between organizational culture and job embeddedness. Then, the hypothesis is supported by the data.

Refer to the above analysis, evaluation on the association strength can be done. The result reveals that there is moderate to strong positive association between:

- job embeddedness and stay intention

- organizational commitment and stay intention

- organizational culture and stay intention

- organizational commitment and job embeddedness

- organizational culture and job embeddedness

Following the confirming the direct relationship between the constructs, the next part delivers an evaluation on the mediating effects of the intervening variables (the level of job embeddedness) on the association between organizational commitment and stay intention, and between organizational culture and stay intention.

123

5.8.2.4 Mediating effects assessment

In addition to determine the direct relationship between constructs listed in Table 5.17, the test of indirect relationship was also examined since there was a construct in the model being mediated with two intervening variables. Hypotheses 1 to 3 seek to decide the mediating effect of job embeddedness on the positive connection between organizational commitment and stay intention, and between organizational culture and stay intention respectively.

The test of mediation starts with the causal steps approach followed by the computation of Sobel test for deciding if the intervening variables significantly mediate the influence of independent variables to a dependent variable.

Baron and Kenny (1986) suggested that "the mediator could be tested by regressing:

-   the dependent variable (DV) on the independent variable (IV) (Model 1);

-   the mediator variable (MED) on the independent variable (IV) (Model 2) ; and

-   the dependent variable (DV) on the independent variable (IV) and the mediator variable (MED) (Model 3).

    Conditional for mediation is that:

-   the independent variable predicts the dependent variable;

-   the independent variable predicts the mediator variable; and

-   the independent variable has a smaller effect on the dependent variable (in Model 3) than in Model 1, while the mediator variables have a significant effect".

Table 5.18 presents the results of the equivalent steps in the job embeddedness' mediator test, with as independent variable organizational culture/commitment to predict stay intention. The results of regression analysis (Model 1) reveal that organizational culture/commitment with stay intentions accounts for 63%/68% percent

of the explained variances for stay intention. The related standardized regression coefficient of the independent variable in the regression model is significantly greater than zero ($\beta = 0.83$, $p<0.001$; $\beta = 0.78$, $p<0.001$) in the expected direction. Thus, organizational culture/commitment predicts stay intention is supported. The results of model 2 shown in Table 5.18 (results generated by Smartpls 2) reveals that job embeddedness is a positive contributor to organizational culture/commitment. The related standardized regression coefficients of the Independent variable (organizational culture/commitment) in model 2 are significantly greater than zero ($\beta = 0.86$, $p<0.001$; $\beta=0.75$, $p<0.001$). That is, job embeddedness predicts organizational culture/commitment significantly. The result of model 3 shown in Table 5.18 reveals that the standardized regression coefficients from organizational culture/commitment to stay intention is significant greater than zero ($\beta = 0.53$, $p<0.001$; $\beta = 0.41$, $p<0.001$), but smaller in magnitude than that of the regression coefficients in Model 1. Hence, the mediating effect of job embeddedness on organizational culture and commitment was then proved.

Table 5.18 Regression results of the mediating effects of job embeddedness (JE) on stay intention

	Stay intention (DV)		JE (Med)		Stay intention	
	Model 1		Model 2		Model 3	
	β	p	β	p	β	p
job embeddedness						
Org. Culture	0.83	<0.001	0.86	<0.001	0.53	<0.001
Org. commitment	0.78	<0.001	0.75	<0.001	0.41	<0.001
R^2 (Org. Culture)	0.63		0.74		0.71	
R^2 (Org. Commit.)	0.68		0.57		0.71	

For confirming mediating effects, Sobel test was conducted to examine the significance of the mediating variables. The Sobel's test of mediation is computed by the formula as follows:

$$z = \frac{ab}{\sqrt{(b^2 SE_a^2) + (a^2 SE_b^2)}}$$

where a, SE$_a$ are path coefficient and standard error from independent variable to mediator respectively; b, SE$_b$ are path coefficient and standard error from mediator to dependent variable respectively.

and inputed into Microsoft Excel 2013. The associations between organizational commitment->job embeddedness->stay intention and organizational culture->job embeddedness->stay intention were examined and the outcomes of this test are listed in Table 5.19.

Table 5.19 Test of mediation

Path	Direction	Sobel test statistics (z)	p-value (1 tailed)	p-vaue (2 tailed)
organizational commitment -> job embeddedness -> Stay Intent.	+	4.00	0.000	0.000
organizational culture -> job embeddedness -> Stay Intent.	+	3.72	0.000	0.000

The z values were then cross-checked with the z table to decide the significance (p value). It was discovered that both intervening variables are significant at $p < 0.001$ (two tailed). Actually, the mediation effect of job embeddedness is highly significant at $p < 0.001$ (two tailed) as the mediator.

Therefore;

H6: Job embeddedness will mediate the effect of organizational commitment on stay

intention

It was found that the regression coefficient between organizational commitment and stay intention has been reduced after the introduction of the job embeddedness and the Sobel test statistic indicates a p-value below 0.001. This signifies that the job embeddedness construct is significantly mediates the positive relationship between organizational commitment and stay intention. Therefore, the hypothesis is supported by the data. For the hypotheses;

H7: *Job embeddedness will mediate the effect of organizational culture on stay intention*

There was a decrease in the regression coefficient between organizational culture and stay intention after the presence of the job embeddedness construct and the Sobel test statistic is significant at p < 0.001. This indicates that the job embeddedness construct significantly mediates the positive influence of organizational culture and stay intention. Then, this hypothesis is supported by the data.

5.9   Chapter summary

The chapter delivers the empirical outcomes based on the procedures stated in the chapter of research methodology. The data was scanned and validated for multivariate assumption which comprises test of normality, homoscedasticity and linearity. Then, the reliability of the measurement items was evaluated. Afterwards, this study conducts factor analysis to find out likely dimensions for each construct. The analysis carried on with the first step of the two-step PLS analysis method by examining the outer models to decide convergent and discriminant validity. The second step was to analyze the structural model and focused on examining the variance explained and the evaluation of path coefficients. The process continued with testing of hypotheses and the evaluation of the mediating effects. It was found that all the hypotheses had been affirmed by the data. Additionally, the findings also disclose that

127

job embeddedness had significantly mediated the positive influence between organizational culture/commitment and stay intention as proposed by the related theories.

The next chapter presents the outcomes for Stage Two, which focuses on the findings of qualitative analysis.

CHAPTER 6

QUALITATIVE ANALYSIS AND RESEARCH APPLICATION

6.1   Chapter Introduction

The previous chapter analyzes the results for Stage one which concentrates on the quantitative procedures involving both data analysis techniques and statistical procedures. The testing of hypothesis is evaluated. This chapter provides the way of data collection and analysis of qualitative research.

6.2   Qualitative Data

The study included collection of qualitative data from two sources. The selected interviewees were interviewed with the interview protocol stated in Appendix F. A pilot-test of the interview protocol was executed by performing the first interview with the company's senior salesperson (managerial grade) who had senior extensive exposure to the sales work and in the retail industry. Following the pilot-test interview, the senior staff was asked to identify words or phrases in the interview protocol with unique meaning to company employees because of industry or company norms that might be confusing to the employees. Necessary revisions to the questions would have been made to ensure understanding by the interviewed leaders and improvement gained from their insights consistent with the purpose of the study and the research questions. The interviewed leader for the pilot-test stated that the interview questions were clear and suggested no changes to the interview questions.

6.3   Developing an interview guide

6.3.1   The interview questions

The interviewing questions are listed in the Interview guide (Appendix F), and it aims are set as follows:

Question 1 is for the demographic questions

Question 2 is for the "Organization - Fit" dimension of job embeddedness relates with stay intention

Question 3 is for the "Organization - Link" dimension of job embeddedness relates with stay intention

Question 4 is for the "Organization - Sacrifice" dimension of job embeddedness relates with stay intention

Question 5 is for the "Community - Fit" dimension of job embeddedness relates with stay intention

Question 6 is for the "Community - Link" dimension of job embeddedness relates with stay intention

Question 7 is for the "Community - Sacrifice" dimension of job embeddedness relates with stay intention

Question 8 is for the relationship between job embeddedness and organizational culture.

Question 9 is for the relationship between job embeddedness and organizational commitment.

Question 10 is for the relationship between organizational culture and stay intention.

Question 11 is for the relationship between organizational commitment and stay intention.

Question 12 relates with Recruitment (Talent Management).

Question 13 relates with Fair rewards (Talent Management).

Question 14 relates with Competence Development (Talent Management).

Question 15 relates with Empowerment (Talent Management).

6.3.2   Choice of respondents

12 interviewees were arranged (finally 9 successful interviews were resulted by the occurrence of the state of saturation) and recruited from the original 100 participants of the questionnaire filling session with relatively experienced in the retail industry (over 3-month's experience).

6.3.3   Contacting the respondents

The interviewees were made individual appointment during outside working hour at a nearby restaurant in December 2015.

6.3.4   Conducting the interview and Interview setting

Since all interviewees were salespersons and they were on duty during office hour. They were scheduled to interview after they are off-duty, around 7 – 8 pm in the evening. For the 9 successful arranged participants, the researcher took a week to finish the interviewing process. The venue chosen was the restaurant next to their working place. As restaurant was not busy in these hours and no so many customers and this would facilitate the interviewing process.

The interviews were conducted smoothly and no obstacles were met during the interview, the interviewees felt comfortably and the semi-structured nature of the interview seemed to be appropriate. This could be seen by the openness and additional detail they provided to the questions posed to them. At the end, main ideas and response was recapped and repeated to the interviewees to make sure that there is no misinterpretation. When the interview was finished, the research thanked them for their participation and reminded them of how the research would process the interviews. The research made clear that the information would be kept anonymous in the later

reporting. In addition, the research promised to send them a summary of the finished thesis if they wanted to.

6.3.5 Processing of the collected empirical material

After conducting nine interviews and having the raw empirical material, next the researcher continued to process the information for answering the research questions. An overview of the profile of respondents is provided in Table 6.1. Having recorded this empirical material, the researcher is able to re-listen to the interviews conducted and to use direct quotes from these interviews.

As the research decided to conduct the interviews in Chinese, transcribing was done in English as well to provide an accurate transcription to the participants of the interviews without words getting lost in translation. With regards to using empirical material within the research, the researcher has the skills needed to accurately translate the necessary empirical material for the research into English since the researcher has bilingual proficiency in English and Chinese.

After transcribing the empirical material, the researcher sent the transcriptions to the interviewees to confirm their approval. Having received approval, a table of respondents was created with their code names for the different interviewees were allocated to preserve their anonymity (only fictional name used, no real gender indication of the name used). The detailed script in English is in Appendix K. The code names were assigned and the empirical material was transcribed in a systematic manner. As the respondents did not have much experience in responding researches and surveys, they tended to give not too lengthy information or just gave a concise answer to a question.

6.3.6   Profile of the Interviewee

To allow the researcher to sketch a clearer picture of the interviewee, the researcher will introduce them briefly and sketch a profile of each interviewee and they will under their assigned codename. This will make the reader's ability to place themselves into the position of the researcher. These profiles will include work experience in industry and the targeted company.

As the research wants to preserve anonymity of the interviewees, numbers like employee's work experience have been provided in a range form rather than an exact figure. An overview of the interviewees can be seen in Table 6.1 and originated from the interview script in Table 6.2.1. (Appendix K).

Table 6.1   Profiles of the interviewees of the research

Interviewee	Experience in Retail Industry (year)	Experience in in the Company (year)	Current Position
Mary	3-4	1.75	Sales
Joan	5-6	3-4	Senior Sales
Margaret	3-4	3-4	Sales
Coco	7-8	3-4	Sales
Ted	1-2	1-2	Sales
Jon	11-12	3-4	Senior Sales
Linda	3-4	1-2	Sales
Sophia	3-4	3-4	Sales
Sandra	5-6	3-4	Senior Sales

6.3.7   Qualitative Analysis

6.3.7.1 Validity of the tested relationship

As the definition of job embeddedness by Mitchell (2001) is defined by two dimensions, namely, Community and Organization dimension of job embeddedness. By using the original detailed questionnaire of job embeddedness, the interviewees were asked the response of each question (question 2-7) with their manner/scale of the relationship of each question. Their responses in this part is listed as in Appendix K -

Table 6.2 (question number) below.

6.3.7.2 "Fit" part of Organizational dimension of job embeddedness

Question 2 is for whether the "Organization - Fit" dimension of job embeddedness relates with stay intention. The detail scripts of the interviewees are listed in the following tables. (Appendix K - Table 6.2.2a-e refer).

From the interviewees' view, "Fit" part of Organization Dimension of job embeddedness seems to relate positively with stay intention (rating mainly at 1 or very much related). In additional the strong positive relation in Likert scale, the following related scripts responded by interviewees will support their answers:

'good relationship with colleagues helps the daily work, ...guarantee the smooth working in the company.' 'I will look the culture of the company, management style and company environment.' 'It will lead to job satisfaction and the time for the time for customization in the company will be shorter.' 'Financial condition of the company is definitely of my major criteria in choosing the company.' 'Salary and Location are important' (Mary)

'very important for group sales in a department store, ... Means the collective power you have.' 'Mutual matching mutual is basic for long –term employer-employee relationship.' 'Recognized of my talent is important.' 'High commission and organization culture are important.' (Joan)

'You will feel and work easy in the workplace.' 'Matching my experience and competence is important.' 'The time for customization will be shorter.' 'From my employment history, I stay longer for a financial sound company.' 'Good company environment' (Margaret)

'Working relationship is important and it is drive of the work. There are a lot of

communication during work, and these social communication makes me stay longer.' 'I have more confident to work longer.' 'More likely will lead to job satisfaction.' 'it gives confidence to the employee.' 'Product knowledge is required.' (Coco)

'means you will have many friends.' 'Happier to work here for good matching.' 'Similar skills set required means not much time for adaptation.' 'Important but may not be the main factor, so long as it can pay the salary.' 'Company environment.' (Ted)

'More experience can be shared generally in these environments.' 'More easy to adapt.' 'Recognition is important for new recruitment employee.' 'It sounds logical. It can help to retain staff for good financial condition.' (Jon)

'everyone like brothers and sisters.' 'More safe for stable relationship from both employee/employer.' 'It is important and it facilitates my work.' 'It sounds logical. It can help to retain staff for good financial condition.' (Linda)

'you can easily find friends and working partners.' 'I can contribute more for this environment.' 'It is logical to arrive win-win situation for employee-employer.' 'Financial condition of the company is important for retention for monetary retention tactics can be used.' 'Office environment and culture.' (Sophia)

'You can demonstrate your leadership through environments.' 'Matching mutual is basic for long –term employer-employee relationship.' 'It is truly the factor for staying longer because the best of employee can be utilized.' 'The company can pay high commission is important.' (Sandra)

From the above statements, it further supports that 'Fit' part of Organization Dimension of job embeddedness seems to relate positively with stay intention from

these questions on the interviewees of this research. The next section continues with the interview findings from the next set of questions on "Link" part of organizational dimension.

6.3.7.3 "Link" part of Organizational dimension of job embeddedness

Question 3 is for whether the "Organization - Link" dimension of job embeddedness relates with stay intention. The detail scripts of the interviewees are listed in the following tables. (Table 6.2.3a-c refer – Appendix K).

From the interviewees' view, 'Link' part of Organization Dimension of job embeddedness seems to relate positively with stay intention (rating mainly at 1-2). In additional the strong positive in Likert scale, the following related scripts responded by interviewees will support their answers:

'Relation with staff in department is important.' 'For teamwork, as said earlier, it is important in the retail sales activities. It is vital to the group result. For committee work, not too many for the present company.' 'leadership of the group is important for staying' (Mary)

'Relation with staff in department is key.' 'It is the obligation for the group/team.' 'Leadership of the group.' (Joan)

'Team work is important for this industry.' 'Successful teamwork or participating in group work is definitely a key pre-requisite for staying.' 'Group activities (arranged by company or self-started).' (Margaret)

'Inter-action with co-workers is not so important, personal talent is more important.'

'Not related. For participating in a group/team is directly for my own performance.' (Coco)

136

'Sure, it is a term work business.' 'Team/commitment is important for group relationship building.' (Ted)

'The industry is depending on the personal techniques and group co-operation.' 'Team makes working relationship closer.' (Jon)

'may not be a vital factor for working condition requirement may be different for different people.' (Linda)

'It is important for group work.' 'Managerial skill of the group leader.' (Sophia)

'It is important for group work.' 'Business teamwork or other group work will make the staff stay longer because of the built relationship' 'Leadership of the group.' (Sandra)

From the above statements, it further supports that "Fix" part of Organization Dimension of job embeddedness seems to relate positively with stay intention from these questions on the interviewees of this research. The next section continues with the interview findings from the next set of questions on "Sacrifice" part of organizational dimension.

6.3.7.4 'Sacrifice' part of Organizational dimension of job embeddedness

Question 4 is for whether the "Organization - Sacrifice" dimension of job embeddedness relates with stay intention. The detail scripts of the interviewees are listed in the Appendix K - Table 6.2.4a-c (Appendix K).

From the interviewees' view, 'Sacrifice' part of Organization Dimension of job embeddedness se to relate more positively with stay intention (rating mainly at 1-3 and few at 4-5). In additional the positive in Likert scale, the following related scripts responded by interviewees will support their answers:

'Giving up friendly colleagues may be a factor causing reconsideration of quitting of a job, but it may not be a vital. It is somewhat important.' (Mary)

'Leaving friends is a factor, others mentioned are not.' (Joan)

'These are important and may not be a strong consideration.' (Margaret)

'One of the important factors.' (Jon)

'Leaving friends may be a factor, but not vital.' (Linda)

'Friendship is important for group work.' 'Yes (if the company has these benefit - stock & shares)' (Sophia)

'Leaving friends may be a factor, but not most important.' (Sandra)

From the above statements, it further supports that "Sacrifice" part of Organization Dimension of job embeddedness seems to relate positively with stay intention from these questions (more on loss of friendship) on the interviewees of this research. The next section continues with the interview findings from the next set of questions on "Fit" part of community dimension.

6.3.7.5 "Fit" part of Community dimension of job embeddedness

Question 5 is for whether the "Community - Fit" dimension of job embeddedness seems to relate with stay intention. The detail scripts of the interviewees are listed in the Appendix K - Table 6.2.5a-e (Appendix K).

From the interviewees' view, 'Fit' part of Community Dimension of job embeddedness seems not relating significant with stay intention (diverse spread at 2-5). In additional the figure in Likert scale, the following related scripts responded by interviewees will support their answers:

'The district location and culture will be considered, it is only minor factor, in fact, community concept is not clear for a small place like Hong Kong, but not

vital.' (Mary)

'I think it is not related to the job.' (Joan)

'I don't think it is related to staying.' (Linda)

'District of working is not my concern.' (Sandra)

From the above statements it further supports that "Fit" part of Community Dimension of job embeddedness seems not relating significantly with stay intention from these questions on the interviewees of this research. The next section continues with the interview findings from the next set of questions on "Link" part of community dimension.

6.3.7.6 "Link" part of Community dimension of job embeddedness

Question 6 is for whether the "Community - Link" dimension of job embeddedness seems to relate with stay intention. The detail scripts of the interviewees are listed in the Appendix K - Table 6.2.6a-d.

From the interviewees' view, "Link" part of Community Dimension of job embeddedness seems not relating significantly with stay intention (rating mainly at 3-5). In additional the figure in Likert scale, the following related scripts responded by interviewees will support their answers:

'This factor is not important to me.' (Mary)

'This factor is not applicable to staying' (Joan)

'May not be the related factor.' (Ted)

From the above statements, it further supports that "Link" part of Community Dimension of job embeddedness seems not relating significantly with stay intention from these questions on the interviewees of this research. The next section continues with the interview findings from the next set of questions on "Sacrifice" part of

community dimension.

6.3.7.7 'Sacrifice' part of Community dimension of job embeddedness

Question 7 is for whether the "Community - Sacrifice" dimension of job embeddedness seems to relate with stay intention. The detail scripts of the interviewees are listed in the Table 6.2.a-d (Appendix K).

From the interviewees' view, "Sacrifice" part of Community Dimension of job embeddedness seems not relating at all with stay intention (rating mainly at 5). In additional the figure in Likert scale, the following related scripts responded by interviewees will support their answers:

'I don't think it is important.' (Mary)

'This factor is not applicable to staying.' (Joan)

'This term is not important at all. (Margaret)

From the above statements, it further supports that "Sacrifice" part of Community Dimension of job embeddedness seems not relating significantly with stay intention from these questions on the interviewees of this research.

In short, for the previous 6 sections of seeking views of interviewees for the relation of Fit/Link/Sacrifice parts of Organization or Community dimensions of job embeddedness with stay intention. There is a very clear trend that the interviewees responded positively on Organizational than Community dimension of job embeddedness.

In question 2, that is the question for "Fit" part of Organizational dimension, nearly all interviewees thought that it was a very important factor for staying longer in a company. In Question 3, that is the question for "Link" part of Organizational dimension, still a positive relation of this factor with staying longer in a company (with

the exception Coco's view).

In question 4, that is the question for "Sacrifice" part of Organizational dimension, a more diverse view in the relationship between this factor and stay intention was revealed. Still it can be pointed out that the question "Giving up friendly colleagues, promotion opportunities or perks" was far more positively perceived by interviewees in terms of stay intention, and the question "Perhaps losing stock options or pension" was less perceived by the interview. In question 5, that is the question for "Fit" part of Community dimension, nearly all interviewees responded that it was not factor for stay intention with the exception of the question "outdoor activities, positive political or religious climates" that some interviewees still regarded it as relevant factor for retention.

In question 6, that is the question for "Link" part of Community dimension, also nearly all interviewees responded that it was not factor for stay intention with the exception of the question "own the home s/he lives in" that some interviewees still regarded it as relevant factor for retention. In question 6, that is the question for "Sacrifice part" of Community dimension, nearly all interviewees regarded that it was not factor for stay intention with the exception of the question "the easy commute" that some interviewees still regarded it as relevant factor for retention.

In summary, as in the quantitative research, a universal questionnaire was used for facilitating easy completion of the research form. On the other hand, these specific research questions may not reveal the answer for the applicability of the detailed dimensions. For the detailed question list in the interview session, the interviewees, in general, revealed that Organizational dimension of job embeddedness seemed more important than Community dimension of job embeddedness. It can be explained that

the definition of community is rather week as Hong Kong is a small place with

different districts are often within one hour of transportation.

Table 6.3. Interviewees' view on Relationship between job embeddedness and stay intention (Organization vs Community)

Interviewee	Job Embed. (Org) Vs Stay Intent. (with supporting keyword in script)			Job Embed. (Com) Vs Stay Intent. (with supporting keyword in script)		
	Fit	**Link**	**Sacrifice**	**Fit**	**Link**	**Sacrifice**
Mary	**Related** (Good relationship helps daily work)	**Related** (Relation with staff in department is important)	**Related** (Giving up friendly colleagues may be a factor)	**Related** (The district location and culture will be considered)	**Unrelated** (This factor is not important to me)	**Unrelated** (I don't think it is important)
Joan	**Related** (It is right, especially for a senior.)	**Related** (Relation with staff in department is key)	**Related** (Leaving friends is a factor)	**Unrelated** (Not related to the job)	**Unrelated** (This factor is not applicable to staying)	**Unrelated** (This factor is not applicable to staying)
Margaret	**Related** (Colleagues relationship is important to me and makes me stay)	**Related** (Team work is important for this industry)	**Related** (These are important and may not be a strong consideration)	**Unrelated** (This item is not so important)	**Unrelated** (N/A)	**Unrelated** (This term is not important at all.)
Coco	**Related** (Working relationship is important)	**Unrelated** (personal talent is more important)	**Unrelated** (Not related)	**Unrelated** (Not so important)	**Unrelated** (Not at all)	**Unrelated** (N/A in HK context)
Ted	**Related** (Like of members means you will have many friends)	**Related** (it is a teamwork business)	**Related** (Not the main factors)	**Unrelated** (May not be)	**Unrelated** (May not be the related factor)	**Unrelated** (N/A)
Jon	**Related** (More experience can be shared generally in these environment)	**Related** (depending on the personal techniques and group co-operation)	**Related** (One of the important factors)	**Unrelated** (N/A)	**Unrelated** (N/A)	**Unrelated** (N/A)
Linda	**Related** (everyone like brothers and sisters)	**Related** (It is important)	**Related** (Leaving friends may be a factor)	**Unrelated** (I don't think it is related to staying)	**Undecided** (I don't know)	**Unrelated** (I don't think it is related to staying)
Sophia	**Related** (can easily find friends and working partners)	**Related** (It is important for group work)	**Related** (Friendship is important for group work)	**Related** (May be)	**Unrelated** (Nil)	**Unrelated** (N/A)
Sandra	**Related** (can demonstrate your leadership through these environments)	**Related** (Relation with staff in department is important)	**Related** (Leaving friends may be a factor)	**Unrelated** (District of working is not my concern)	**Unrelated** (N/A)	**Related** (May be)
Interviewees' overall results	**Related**	**Related**	**Related**	**Unrelated**	**Unrelated**	**Unrelated**

The summary of interviewees' view is consolidated in Table 6.3. From the answer listed, it is quite obvious that the relation between organization dimension of job embeddedness seems related with stay intention in each part (Fit/Link/Sacrifice), whereas the relation between community dimension of job embeddedness is in general not related with stay intention in each part (Fit/Link/Sacrifice).

6.3.7.8 The relationship between job embeddedness and organizational culture

Question 8 is for whether job embeddedness seems to relate with organizational culture. The detail scripts of the interviewees are listed in the Table 6.2.8 (Appendix K).

For question 8, that is the question for the relationship between organizational culture and job embeddedness, the answers were quite diverse. Many interviewees chose no idea (3) at this question. The result may be due to the complex nature of the two constructs and the interviewees may not analyze the result in short period of time and some interviewees may simply answer 'I don't know the relationship', 'no idea', 'can't think of now' etc. From these statements it further supports that the relationship between job embeddedness and organizational culture cannot be worked out by simple direct questioning to the interviewees of this research.

6.3.7.9 The relationship between job embeddedness and organizational commitment

Question 9 is for whether job embeddedness seems to relate with organizational culture. The detail scripts of the interviewees are listed in the Table 6.2.9 (Appendix K).

For question 9, that is the question for the relationship between organizational commitment and job embeddedness, the answers were again quite diverse. Many

interviewees chose no idea (3) at this question. The result may also due to the complex nature of the two constructs and the interviewees may not analyze the result in short period of time and some interviewees may simply answer 'I don't know the relationship', 'no idea', 'can't think of now' etc. From these statements it further supports that the relationship between job embeddedness and organizational culture cannot be worked out by simple direct questioning to the interviewees of this research.

6.3.7.10 The relationship between organizational culture and stay intention

Question 10 is for whether organizational culture seems to relate with stay intention. The detail scripts of the interviewees are listed in the Table 6.2.10 (Appendix K).

For question 10, that is the question for the relationship between organizational culture and stay intention.   Nearly all interviewees responded the "Very Important" relationship between the constructs. In additional the figure in Likert scale, the following related scripts responded by interviewees will support their answers:

' I think it is with positive relationship.' (Margaret)

'Yes. Culture means positive practice of company will help staff staying.' (Ted)

'It sounds logical, I think so.' (Mary)

From these statements it seems that the relationship between organizational culture and stay intention is supported by the interviewees of this research.

6.3.7.11 The relationship between organizational commitment and stay intention

Question 11 is for whether organizational commitment seems to relate with stay intention. The detail scripts of the interviewees are listed in the Table 6.2.11 (Appendix K).

For question 11, that is the question for the relationship between organizational commitment and stay intention. Nearly all interviewees also responded the "Very Important" relationship between the constructs. In additional the figure in Likert scale, the following related scripts responded by interviewees will support their answers:

'when you feel that the company is suitable to you, you will stay longer.' (Mary)

'If you think the company is your companion, you will try to work longer.' (Joan)

'I think it is with positive relationship.' (Margaret)

From these statements it seems that the relationship between organizational commitment and stay intention is supported by the interviewees of this research.

The summary of the responds from the interviewees from question 8 to 11 is list in Table 6.4 below. From the feedback of question 8 to 11, the relationship of organizational culture or organizational commitment with stay intention seem positively related and support the results of quantitative analysis, while the relationship between organizational culture and job embeddedness or organizational commitment and job embeddedness cannot be supported by this part of qualitative analysis due to the complex nature of the two constructs to be presented by simple questions in face-to-face interview.

Table 6.4. Interviewees' view on Relationship among Org. Culture, Org. commitment, job embeddedness and stay intention

	Org. Culture Vs Job Embed.	Org. commitment Vs Job Embed.	Org. Culture Vs stay intention	Org. commitment Vs stay intention
Mary	**Related** (It sounds logical, I think so.)	**Related** (It sounds logical, I think so.)	**Related** (Positive practice of company will help staff staying)	**Related** (If company is suitable, you will stay longer)
Joan	**Undecided** (I don't know and not certain)	**Undecided** (I don't know and not certain)	**Related** (I think it is related)	**Related** (If the company is your companion, you will try to work longer.)
Margaret	**Unrelated** (I think that there may not have relation)	**Unrelated** (It seems to me that it is two things)	**Related** (I think it is with positive relationship)	**Related** (If you think
Coco	**Undecided** (No)	**Undecided** (N/A)	**Unrelated** (N/A)	**Related** (Yes)
Ted	**Undecided** (Can't decided)	**Undecided** (Can't decide)	**Related** (Culture means positive practice of company will help staff staying)	**Related** (Yes)
Jon	**Undecided** (No?)	**Undecided** (No?)	**Related** (Yes)	**Related** (Yes)
Linda	**Undecided** (May not be)	**Undecided** (I don't know)	**Related** (Sure)	**Related** (Yes)
Sophia	**Undecided** (Hard to compare)	**Undecided** (Hard to compare)	**Related** (Sure)	**Related** (sure)
Sandra	**Undecided** (Seems two things)	**Related** (Agreed)	**Related** (Agreed)	**Related** (Agreed)
Interviewees' overall results	**Undecided**	**Undecided**	**Related**	**Related**

6.3.7.12   Related factors important in recruitment process

Question 12 is for related factors important in recruitment process in the view of interviewees. The detail scripts of the interviewees are listed in the Table 6.2.12 (Appendix K).

For the question 12, interviewees listed out the factors for attracting to a post were mainly 'compensation and benefits', 'friend's referral', 'location' and 'matching of interviewee's ability and experience'.

6.3.7.13   Relation between Fair Rewards and Staff retention

Question 13 is for the relationship between Fair Rewards and Staff retention in the view of interviewees. The detail scripts of the interviewees are listed in the Table 6.2.13 (Appendix K).

For the feedback of question 13, the positive relation between Fair Rewards

and Staff retention is supported by comments like 'this is very important', 'with positive relationship', 'it is crucial' etc.

6.3.7.14   Relation between Competence Development and Staff retention

Question 14 is for the relationship between Competence Development and Staff retention in the view of interviewees. The detail scripts of the interviewees are listed in the Table 6.2.14 (Appendix K).

For the feedback of question 14, the positive relation between Competence Development and Staff retention is supported.

6.3.7.15   Relation between Empowerment and Staff retention

Question 15 is for the relationship between Empowerment and Staff retention in the view of interviewees. The detail scripts of the interviewees are listed in the following table. (Appendix K - Table 6.2.15 refers).

For the feedback of question 15, the positive relation between Empowerment and Staff retention is supported by the comments like, 'Empowerment makes the work smoother in retail industry', 'it is related', 'Empowerment is important for senior sales staff etc.

In short, for the talent management Question 12-15, interviewees commented the factors for attracting to a post were mainly 'compensation and benefits', 'friend's referral', 'location' and 'matching of interviewee's ability and experience'. Other three quoted factors, is Fair Reward and Competence Development and Empowerment were also well agreed by the interviewees. The responses of the interviewees are listed in Table 6.5 below.

Table 6.5. Summary of Interviewees' view to the factors of Talent Management

	Recruitment practice	Fair Reward Practice	Competence Development Practice	Empowerment Practice
Interviewees' Combined results	'Money'; 'location' 'friend's referral'; 'C&B terms'; 'Job nature'	Very much related	Very much related	Very much related
Support keyword	As above	Related to welfare of staff	Learn product knowledge is important	Important for senior sales staff

In short, the qualitative research supported the first research question, is the applicability of job embeddedness in Hong Kong. In detailed analysis, the organizational dimension of job embeddedness is also supported in the Hong Kong context while community dimension of job embeddedness seems not so applicable to the Hong Kong context due to the compact city structure with limited differences between 'communities'.

For the less important role of non-work embeddedness, Aryee et al. (2013) argued that "in Chinese society, work may be viewed as a means of enhancing the family's well-being". Yang et al. (2000) "used the theory of individualism/collectivism to explain work–family priority in a comparative study between American and Chinese" (Yang et al., 2000). "She and co-authors argued that Chinese are more inclined to give priority to work than are Americans because collectivism encourages Chinese to have family-based work ethic which means working for the long-term welfare of the family" (Yang et al., 2000).

From this family-based work ethic, "work overtime is a self-sacrifice made for the benefit of the family rather than a sacrifice of the family for the selfish pursuit of one's own career development. Moreover, Chinese are likely to view sacrificing family time for work as a short-term cost incurred to gain long-term benefits" (Yang et al., 2000). Aside from cultural values, "Chinese companies are implementing

'expectations-enhancing' human resources management systems (moving away from state-owned bureaucracies) as they strive to be more competitive in global markets" (Hom et al., 2009). "Different from traditional human resources systems (furnishing broad benefits, such as housing, and lifetime jobs for meager employee contribution), contemporary systems demand greater workforce productivity in exchange for inducements, and job security. Thus, Chinese staff are likely to be more on-the-job embedded than ever before—by having to meet more stringent performance standards and perform duties for teams and superiors than go beyond their job duties" (Hom et al., 2009).

Wang et al. (2004) found that "work interference with family was not associated with turnover intentions among Chinese employees, though this stressor often induced withdrawal among American employees" (Wang et al., 2004). Apparently, "Chinese staff assign higher priority to work over family, as they do not form withdrawal cognitions when their job interferes with family activities and time" (Wang et al., 2004). Subsequent to the logic of work priority, "we speculate that some items in the composite measure of community embeddedness would have negligible effect on Chinese employees' quit decision (e.g., 'the weather where I live is suitable for me'). Future studies could test whether nationality moderates the relationship between community embeddedness and turnover" (Wang et al., 2004).

It is hypothesized that, "for Chinese people, community embeddedness is likely to be less negatively associated with turnover. It is argued that the measurement items of community embeddedness are likely to need revision in other cultural settings. For example, many citizens of China are likely to have difficulty understanding "community" because the concept is not indigenous" (Wang et al., 2004).

149

Sociologists argue that "Chinese society has a tradition of family rather than community orientation" (Fukuyama, 1995), while cross-cultural scholars often note that "the Chinese—a collectivist people—differentiate between in-group (often family members) and out-group members (acquaintances)" (Hofstede, 2001). Therefore, "Chinese staff are unlikely to feel much embeddedness in the broader community than to their family, form fewer links and less fit with those who are not in-group members. Because the measure of community links contains items assessing people's connections to their family and friends, the measure is likely to make sense among Chinese people. The measures of community fit and sacrifice, however, exclude items referring to family and friends and some other important factors such as living place in the school district with excellent education for children. Hence, community fit and sacrifice may have less effect on Chinese people's turnover behavior" (Hofstede, 2001).

6.4   Qualitative data from Exit Interview

Exit interview is a normal practice of company to acquire the reasons of quitting of the leavers and their recommendations to retain staff. For privacy, the researched company only agreed to compile the reasons for leaving and recommendation to the company in statistical format without disclosing the name of the voluntary leavers.

The researcher then requested the statistics for the voluntary leavers on leave reasons and recommendations to the company in the period between October 2014 to November 2015. The number of leavers in this period is 32. The tables of statistics are attached as below:

Table 6.6 Reasons for quitting of the leavers

Leave Reasons	Frequency
Change environment	5
Compensation and Benefit	10
Family reasons	3
Leadership	3
Recommended by others	6
Location problem	2
No comment	3
Total	32

Table 6.7. Recommendations to the company of the leavers

Recommendations to Company	Frequency
Better Compensation and Benefit	12
Better Holiday arrangement	5
Better Staff benefit	5
Flexible working hours	3
More Training	1
Better empowerment	1
No comment	5
Total	32

From Table 6.6 and Table 6.7, "Compensation and Benefit" is top of their list. For the retail industry of Hong Kong, compensation and benefit is always the key issue for the job. It is because the change of job is not so difficult and channels for getting the vacant posts are numerous.

The second reason with higher frequency for leaving is recommended by friends, that is, the influence by friends is important as it is similar to "sacrifice" factor of job embeddedness to leave friends in the company.

6.5   Research Application of the Study

6.5.1 Staff Retention

Staff retention has been used in some contemporary practice of business sector, like talent management. Before explaining what is talent management, talent is defined as follows:

6.5.2   Defining Talent

Through the centuries, the use of term talent has varied and has been assigned meanings ranging from specific value measure or monetary unit to human capital (Tansley, 2011). Talent has been categorized as competencies that differentiate (Gagne, 2000) and as a natural ability that predicts future success (Howe et al., 1998). Talent today, is most comprehensively expressed as 'the natural ability to excel at a duty or action' (Greer, 2013, p. 50) and covers the spectrum from entertainment, sports, academics, religion, business and professional ventures.

While this definition appeared comprehensive, encompassing the factors that drive talent, such definition still carried meanings that could be generalizable to any industry or firm. The researcher examined Ulrich's (2006) approach to defining talent. Advancing McKinsey's definition, Ulrich added a mix of competence, which included skills and values applied to the individual's position, as well as commitment and contribution as variables that exemplified talent. This definition of talent, for this study, is reframed as the sum of a person's ability, his or her intrinsic gifts, knowledge, experience, intelligence, judgment, attitude, character and drive; along with a mix of competence, commitment, values and contribution to their specific positions and his or her ability to learn and grow.

6.5.3   Manage Talent

Firstly, company/organization need to recruit talent in the labour market. The

key is to enhance human resource function (attraction and recruitment). This stage assumes that a talented individual has already been found. For this aim, the company can short-list candidates from a list of highly renowned universities. Then, they put these candidates through quasi-real professional situations for final selection. The company has no advance information about the candidates and assess them solely on the basis of objective principles. The candidates are selected truly on the results of their interview and testing results. By this process, the personalized factors will be eliminated.

Secondly, companies are keen to identify staff with specific calibre that could be established in their own company. This second way needs to conduct various practices to nurture and develop the talented individuals. It is the collaboration between one's potential and the working environment in which he/she works that will assist the one to grow, and his/her talent to come out and develop.

The environment in which a talent develops workwise is crucial. For the talent individual recruited from the graduate program follow a specific training schedule. They will work in some selected departments over a period of 12-18 months. The objective is for them to know about the different functional areas of the company, to realize what kind of services are implemented in each area and to begin building internal network of the company. They will participate in specific training sessions in different arena, meet managerial staff and attend relevant seminars and conferences.

These two dimensions are associated with human resource practices that propose tools and methods for talent management. These practices are essentially common type practices documented in academic literature and used by companies. It is necessary to organize certain specific human resources practices in order to develop these talent development program.

6.5.4   Talent Management

Talent management "can be associated with typical human resource practices such as recruiting, selection, training, development, and career and succession management" (Heinen & O᾽Neill, 2004). The process "includes attracting, recruit, develop and retaining talented employees" (Rothwell & Kazanas, 2004).

Talent management is regarded as a means to deliberatively get competitiveness and effectiveness by recruiting and retaining capable staff. Human Resources Management practices like planning, recruitment, training & development staff are key processes in the business setting and are incorporated in everyday practices of organization. Talent management "is a planned process that involves working integrated with talent development, acquisition, flow and planning" (Deloitte, 2007). From the article 'talent management Changes HR' in the website 'Bersin' by Deloitte, Talent Management Process is defined as the following eight steps:

6.5.4.1 Workforce Planning

Integrated with the business plan, this process establishes workforce plans, compensation budgets, and hiring targets for the year.

6.5.4.2 Recruiting

Through an integrated process of recruiting, assessment, evaluation, and hiring the business brings people into the organization.

6.5.4.3 Onboarding

The organization must train and enable employees to become productive and integrated into the company more quickly.

154

6.5.4.4 Performance Management

By using the business plan, the organization established processes to measure and manage employees.

6.5.4.5 Training and Performance Support

This is a critically important function. Here we provide learning and development programs to all levels of the organization.

6.5.4.6 Succession Planning

As the organization evolves and changes, there is a continuous need to move people into new positions. Succession planning, a very important function, enables managers and individuals to identify the right candidates for a position. This function also must be aligned with the *business plan* to understand and meet requirements for key positions 3-5 years out. While this is often a process reserved for managers and executives, it is more commonly applied across the organization.

6.5.4.7 Compensation and Benefits

Clearly this is an integral part of people management. Here organizations try to tie the compensation plan directly to performance management so that compensation, incentives, and benefits align with business goals and business execution.

6.5.4.8 Critical Skills Gap Analysis

This is a process we identify as an important, often overlooked function in many industries and organizations. While often done on a project basis, it can be 'business-critical'. For example, today industries like the Federal Government, Utilities, Telecommunications, and Energy are facing large populations which are retiring. How do you identify the roles, individuals, and competencies which are leaving? What should you do to fill these gaps? We call this 'critical talent

management' and many organizations are going through this now" (Deloitte, 2007).

6.5.5   Talent Management and Stay Intention

Organizations are very concerned about the staff turnover as they recognize talented staff as source of competitive advantage. Talent management is considered as the most adopted HR initiative to solve with talent turnover issues. Researchers have identified that "when perceived level of talent management practices increases, turnover intentions observed in talent staff decreases" (Oehley & Theron, 2010; Plessis, 2010; Sonnenberg, 2011). When organizations employ more talent management practices, it signals an organization's interest in investing in its people. This may enhance the psychological connection between organization and the staff. These psychological responses may result in lesser turnover intentions. Certain studies have figured out variables like psychological contract (Tuin, Brouwer, & Bovee, 2010; Sonnenberg, 2011) and organizational justice (Gelens, Hofmans, Dries, & Pepermans, 2014) as intervening variables in the relation between talent management and behavioural outcomes like turnover intentions.

Hence, more HR retention practices can be figured out from this research via the study of job embeddedness and stay intention related constructs. These practices can add fuel and benefit the talent management in the organizations/companies.

6.5.6   Inter-relationship among researched constructs and Talent Management

As the result from the quantitative and qualitative analysis, the following inter-relationship have been established.

1) 'Fit' aspect of job embeddedness is related to organizational culture; and both factor is related to 'Recruiting' of Talent Management Process.

2) 'Link' and 'Sacrifice' aspects of job embeddedness are related to organizational

commitment.

3) 'Competence Development' aspect of organizational culture is related to 'Training' of Talent Management Process.

4) 'Empowerment' aspect of organizational culture is related to 'Support' of Talent Management Process.

5) 'Fair Reward' aspect of organizational culture is related to 'Compensation and Benefits' of Talent Management Process.

These definitions include recruiting, training & performance support, compensation and benefit of the talent management Process which are resemble with the research practices in the research constructs – job embeddedness, organizational culture and commitment. As these practices have been supported by the results of quantitative analysis, the respective questions on Fair reward, Competence Development and Empowerment were asked. The results of interviewing (Table 6.5) further support the relation of these practice with stay intention.

For Recruiting, 'Fit' is important, Compensation & Benefits terms fitting, matching of requirements of employers and competences of the applicants are found to be main focus in the recruitment process.

In short, the researched constructs, including job embeddedness, organizational culture and commitment, seem to have a positive influence effect on the talent management Process supported by the current research.

6.6   Chapter Summary

This chapter focuses on the way of data collection and analysis of qualitative research. From the beginning, the interview guide and interview questions were prepared. Then, the selection and notifying respondents was done. The issues for preparing and conducting of interview were mentioned. When all the interviewing data

was collected, the analysis of research data was then followed. The results concluded in interviewing would be used to triangulate with quantitative results. Finally, the results of quitting of the leavers given by the interviewing company collected in a similar period of the current research. From the research results, the results came from the qualitative data from exit interview further reinforce the importance of talent management factor on Staff retention.

In the next chapter, it will be focused on the Discussion of the research.

CHAPTER 7

DISCUSSION

7.1   Chapter Introduction

The purpose of this chapter is to discuss the results of the hypotheses tests and qualitative analysis results from questionnaire survey, face-to-face interview and exit interview, and to infer the evidence deduced from the acquired data and finally compare and triangulate with the related literatures.

7.2   Discussion of results

From the quantitative research (in form of questionnaire survey), the relationship among the constructs was demonstrated as follows:

a. Job embeddedness has positive impact on stay intention

   −   Hypothesis 1 was supported by the quantitative analysis result

b. Organizational commitment has positive impact on stay intention

   −   Hypothesis 2 was supported by the quantitative analysis result

c. Organizational culture has positive impact on stay intention

   −   Hypothesis 3 was supported by the quantitative analysis result

d. Organizational commitment has positive impact on job embeddedness

   −   Hypothesis 4 was supported by the quantitative analysis result

e. Organizational culture has positive impact on job embeddedness

   −   Hypothesis 5 was supported by the quantitative analysis result

f. Job embeddedness will mediate the effect of organizational commitment on stay intention

   −   Hypothesis 6 was supported by the quantitative analysis result

g. Job embeddedness will mediate the effect of organizational commitment on stay

intention

–   Hypothesis 7 was supported by the quantitative analysis result

Hypothesis 1-3 relates with the direction relationship of job embeddedness,

organizational commitment and organizational culture on stay intention respectively.

Hypothesis 4-5 relates with the direction relationship of organizational

commitment or organizational culture on job embeddedness respectively.

Hypothesis 6-7 relates with the mediating relationship of job embeddedness

between organizational commitment or organizational culture on stay intention

respectively.

For a complex relationship among three constructs (especially with mediation

relationship), i.e. organizational commitment, job embeddedness and stay intention;

organizational culture, job embeddedness and stay intention, the setting of Hypothesis

4-7 is necessary and common in quantitative research.

As the result of all Hypothesis 1-7 was supported by the quantitative analysis

results. The result of qualitative analysis will then be discussed as follows:

Through the analysis of qualitative data collected, the results related the research

questions are:

a. "work dimension of job embeddedness has a positive impact on stay intention" was

supported. Thus, the result triangulated with the result of Hypothesis 1 in the

quantitative analysis.

Work dimension of job embeddedness can be supported by quantitative and

qualitative analysis results. Thus work dimension of job embeddedness does have a

positive effect on employee's intent to stay, supporting the propositions by

Mitchell et al. (2001); organization link, fit, and sacrifice combine to positively

affect a staff's intent to stay on the job. The implications for hospitality management then are to ensure that staff feel linked to their organizations, that they have a personal fit with the culture and values of the organization, and that any cost of organizational benefits that would be sacrificed if one left would be greater than the gain of leaving the company.

b. "organizational commitment has a positive impact on stay intention" was supported. Thus, the result triangulated with the result of Hypothesis 2 in the quantitative analysis.

   Mitchell et al. (2001) indicate that the Allen and Meyer (1990) three dimensional commitment model, with affective, normative and continuance commitment dimensions, is the most current and widely used commitment model for organizations. Organizational commitment is concerned with organizational issues while, as stated earlier, Mitchell et al. (2001) argue that the job embeddedness concept is not organizational in origin. They state job embeddedness captures the theoretical idea that off the job and non-affective factors can both influence turnover and create the forces for staying on the job. Organizational Commitment, the degree of attachment to one's employing company, was hypothesized to positively predict the employee's intent to stay with the organization.

c. "organizational culture has a positive impact on stay intention" was supported. Thus, the result triangulated with the result of Hypothesis 3 in the quantitative analysis.

   The positive result of organizational culture to stay intention can be supported by quantitative and qualitative results. It agrees with the results produced at a research with organizational culture impact on job satisfactory and turnover

intention by MacIntosh and Doherty (2005) suggested that organizational culture explained 50.3% of the variance with intention to leave the organization.

d. "non-work dimension of job embeddedness has a positive impact on stay intention" was not supported.

It may due to the compact city structure of Hong Kong with limited differences between 'communities'. For the less important role of non-work embeddedness, Aryee et al. (2013) argued that "in Chinese society, work may be viewed as a means of enhancing the family's well-being". Yang et al. (2000) "used the theory of individualism/collectivism to explain work–family priority in a comparative study between American and Chinese" (Yang et al., 2000). "She and co-authors argued that Chinese are more inclined to give priority to work than are Americans because collectivism encourages Chinese to have family-based work ethic which means working for the long-term welfare of the family" (Yang et al., 2000).

e. The positive relationship of "Fair rewards/ Competence development/ Empowerment to staff retention" was supported.

These findings support with the three aspects: achievement /innovation /competence (AIC), cooperation/ supportiveness/ responsiveness (CSR), and emphasis on rewards (ER)" proposed by Miseung (2010) for enhancing the stay intention of staff in terms of organizational culture. Thus, fair reward, competence development and empowerment (elements of talent management) were found to be related with staff retention.

The reasoning for the research results and relationship with the research questions will be discussed in the following paragraphs.

As presented in Chapter 1, the purpose of this dissertation was to address three research questions: (1) Whether the job embeddedness (Mitchell et al., 2001) model is

applicable to the niche market retail setting with salespersons in Hong Kong? (2) What roles does organizational culture and organizational commitment play on the relationship of job embeddedness and stay intention in the same setting? (3) What retention strategy can be identified in the research for talent management?

Based upon these questions, the three specific objectives of the study are (1) to find out how job embeddedness applying to the niche market retail setting with frontline personnel in Hong Kong. (2) to find out the role of organizational culture and commitment on the relationship of job embeddedness and stay intention in the same setting. (3) to find out the retention strategies related to the research company for talent management.

As said earlier, quantitative analysis will provide the relationships among job embeddedness, organizational culture, organizational commitment, and stay intention. The subsequent qualitative analysis will further analyze the validity of job embeddedness in detailed dimensional aspect and validation of relationship of the research Framework.

Finally, the retention factors for the talent management will be explored using the feedback by interviews sessions in the qualitative analysis. Statistical data of exit interview will further be validated for the reason for turnover and hence for the improvement point for retention. The result for each objective is listed as follows:

Objective # 1: How job embeddedness (Mitchell et al., 2001) is applying to the niche market retail setting with frontline personnel in Hong Kong

By the setting of Research Framework and hypotheses of the study, that is, organizational culture or organizational commitment are proposed to directly influence job embeddedness and stay intention. Further, job embeddedness is proposed to directly influence stay intention. By using quantitative research with 100 sets

successfully collected data (from the questionnaire responses of salespersons of one of the major premium department stores in Hong Kong) was inputted in the SmartPLS software and various validity checking functions, the relationship of job embeddedness and stay intention was found to be statistically significant at $p<0.01$ (Table 5.17). That is, the result justified that job embeddedness positively influenced the stay intention. This result further implies that the Job Embeddedness concept initiated by Mitchell et al. is not only applicable in the western country (supported by the previous various research listed in Table 2.1), but also in an eastern fast-paced compact city, like Hong Kong. That is, "fit, link and sacrifice" concept of job embeddedness can be applicable irrespective of the places in the western and eastern societies or more specifically, in western and eastern cultures.

As in the quantitative analysis, for determining job embeddedness, the researcher used the 'global job embeddedness items' originated by Crossley et al. (2007) and it overcame those limitations through a more focused research instrument. That is, the instrument used the method that inquiring general, non-invasive subjects relating how tangling staff were in their work, irrespective of individual thoughts. The generic approach provides an effective means of measuring the construct using a relatively small number of questions for the response of large number of respondents.

Despite the proving of the overall job embeddedness construct in relation with stay intention, the detailed dimension of the job embeddedness had not been deeply verified in quantitative analysis resulting from the setting of the interview questions. In qualitative analysis, the questions of organizational and community dimensions were asked, the results revealed that the organizational dimension of job embeddedness was supported, whereas that of the community dimension was generally not supported by

the interviewees as shown in Table 6.3 (Interviewees' view on Relationship between job embeddedness and stay intention (Organization vs Community)).

Before further analysis of the result of community dimension, we have to know what is meant by community. From the 'Dictionary.com' (Internet English Dictionary resources program), community can be defined as:

> *"1. a social group of any size whose members reside in a specific locality, share government, and often have a common cultural and historical heritage.*
> *2. a locality inhabited by such a group.*
> *3. a social, religious, occupational, or other group sharing common characteristics or interests and perceived or perceiving itself as distinct in some respect from the larger society within which it exists (usually preceded by the): the business community; the community of scholars.*
> *4. a group of associated nations sharing common interests or a common heritage: the community of Western Europe.*
> *5. Ecclesiastical. a group of men or women leading a common life according to a rule.*
> *6. Ecology. an assemblage of interacting populations occupying a given area.*
> *7. Joint possession, enjoyment, liability, etc.: community of property".*
>
> ** Source from Dictionary.com in the internet.*

Refer to the context of this research of working population, community may mean that the group formed with specific interest (may refers to direct family, friends, classmates, hobbies, social interests group, religious, occupational or other interest groups as specified in the definition 3 above. These group usually reside in a specific locality, share government, and often have a common cultural and historical heritage. Together with group, another key words of above definition may include "reside in a specific locality" (though some groups may be relevant to the context of this research). That is, location in the specific region/district of the group members is another key point.

For the qualitative research questions set for 'Fit' factor of Community versus Stay intention analysis, the community characteristics, like weather, culture, outdoor activities, positive political, religious climate and economic factors were not perceived as important factors for staying intention. The reason for this outcome may be due to the special context of a compact and developed city. In the context of Hong Kong, as every district (18 districts in Hong Kong as defined by HKSAR government) has been fully developed, each district is self-contained community and has its residential, working, buying, leisure and specific characteristics/culture factors. Decision to stay in a job is not based in the community if all these community factors can be assessed without consideration of the location of the workplace.

For the qualitative research questions set for 'link' factor of Community versus Stay intention analysis, the reason for stay intention in the specific community/district, like family roots and own home in the district, or close friend living nearby, are not the factors concerned, as every district/community in this respect can be assessable within half-hour or so traffic time.

For the qualitative research questions set for 'sacrifice' factor of Community versus Stay intention analysis, like leaving safe neighborhood, the easy commute respect from community members, may not be a key factor for considering of stay intention as stated above for the Hong Kong context. In practice, someone works in Quarry Bay (one of the district in Hong Kong Island), can have lunch with his/her friend resided or worked in Tsim Sha Shui (one of the districts in Kowloon), and can have a badminton game with his/her friend in Taipo (one of the districts in the New Territories). Assessment among the districts/community would not be a factor.

As supported by the feedback of exit interviews, the location factor alone in this study was not the most important to find or retain in a job (Table 6.6 - Reasons for quitting of the leavers). The reason is that the stores of retail industry (the research industry in this study) are mostly located in the prime and developed location, the salespersons working in the industry are presuming the working location should be in these locations with similarly setting of good attributes (with completed needed facilities and high status for working in, like Central District, Wanchai, Causeway Bay, Tsimshatsui etc. in Hong Kong). Other factors, like compensation and benefit, recommendation to a new job by other friends/ex-colleagues would be more likely factors to affect stay intention. In contrast, the case of the specific group members 'working' in the same company showing influence of stay intention is considered as organizational factor. Hence, the job embeddedness is applicable to Hong Kong mainly at the organizational dimension by the quantitative and qualitative researches. Hence, this objective is accomplished.

Objective # 2: the role of organizational culture and commitment on the relationship of job embeddedness and stay intention in the research context.

By in-depth literature review of the relevant material concerning with the constructs, the relationship among the organizational culture and commitment, job embeddedness and stay intention were constructed as in the Research Framework (Figure 3.1). By using quantitative analysis, that is, the collected researched data was screened and tested for multivariate assumption which includes test of normality, homoscedasticity and linearity. Subsequently, the reliability of the measurement items was assessed. Then, the process implements factor analysis to find out likely dimensions of each construct. The analysis continued with the first phase of the two-phase PLS approach for checking the outer-model to determine the validity of

convergent and discriminant. The second phase was to assess the structural model and emphasizes on reviewing the 'variance explained' and to find out the path coefficients. Then, testing of hypothesis from 1 to 7 and the assessment of the mediating effects will be followed. The result is that all the hypotheses (1-7) have been supported by the data. Finally, the findings prove that job embeddedness have significantly mediate the positive association between organizational culture or commitment and stay intention (by the hypothesis 1-5, for direct relationship and hypothesis 6-7, for mediating relationship among the researched constructs).

In business interpretation, organizational culture definition of this research was based on the corporate culture of the research company as it is the controllable factor of the company to effect appropriate procedures and policies as stated by Miseung (2010), as a means to increase retention of staff, these procedures and policies related to the positive cultural building will in turn embedded the staff through the fit/link/sacrifice factors (of job embeddedness), so the staff become attached to the company. At the end, the stay intention will be positively influenced. For example, fair reward system will make the staff embedded for the competitive terms issued by the employer and hence will 'fit' the requirement of staff and their quitting cost of staff will be increased for 'sacrifice' a job of competitive terms and reward system. At the end, the staff staying/retention of staff will be increased.

For organizational commitment, those company good practice will build staff general compensation, benefit/care program related to the positive organizational commitment building (Allen and Meyer, 1990) will in turn embedded the staff through the fit/link/sacrifice (of job embeddedness), so the staff become attached to the company. At the end, the stay intention will be positively influenced. For example, some good employer practices, like full paid sick leave /maternity /paternity

/compassionate /marriage leave, full medical claim will likely to increase the commitment of staff to the organization, then the staff will be embedded to the job for these benefit matched or 'fit' their needs and the staff may likely 'sacrifice' their benefit/welfare if they change job, hence their stay intention will be positively influence.

Hence, the role that organizational culture and commitment will positively influence stay intention via job embeddedness, which is established by quantitative research result, and it is triangulated by the qualitative result. Finally, the objective is logically explained by the practice of the commerce. This objective is supported and accomplished.

Objective # 3: the retention strategies related to the research company for Talent Management

For retention tactics, it is a hot topic that worked by in terms of thousands of business practitioners. It is obvious with numerous answers or solutions. From the current research, it is certainly related to the selected constructs and its practices.

For the organizational culture consideration, it was proved by quantitative and triangulated by qualitative research that organizational culture influence stay intention via job embeddedness (Table 5.19 & 6.4). In application, building of positive culture policies/program, say fair reward system, supported by Miseung (2010), will 'fit' the staff's requirement of the staff and increase the cost for the staff's quitting ('sacrifice') will likely improve the talent management through the concept of job embeddedness.

For organizational commitment consideration, it was proved by quantitative research and triangulated by qualitative research that organizational commitment influence stay intention via job embeddedness (Table 5.19 & 6.4). In practice, those

companies implement good practice, like benefit/care program related to the positive organizational commitment building, will surely increase the staff commitment and improve the talent management through the concept of job embeddedness.

In the qualitative research, questions related to recruitment, competence development, fair rewards and empowerment were asked to the interviewees (results complied in Table 6.5). These factors are included in the process of talent management. In Talent management, recruitment is the important factor (section 6.5.4.2) for inputting 'talent' in an organization.

Through the current research, 'fit' factor of job embeddedness should be emphasized in the recruitment process. Likewise, job (job nature, terms) or organizational (environmental, cultural) factor matched with the candidate's calibre, personality and interest is extremely important for talent retention in the talent management and job embeddedness construct.

Other three factors like competence development (training process in talent management – section 6.5.4.5), empowerment (performance support process in talent management – section 6.5.4.5) and fair reward system (compensation and benefits process in talent management -section 6.5.4.7) are important retention tactics should be used in the organization for talent retaining. That is, enhancement of training program, empowerment practice and competitive reward program will surely improve the performance talent management.

7.3   Chapter Summary

In the chapter, we discussed the results of the hypotheses tests and qualitative analysis results from questionnaire survey, face-to-face interview and exit interview,

then evidences were inferred by comparing and triangulating with the relevant literature.

The next chapter, it focusses on the conclusions of the research.

CHAPTER 8

CONCLUSION

8.1   Chapter Introduction

In the last chapter, discussion of the results from quantitative and qualitative analysis were illustrated. This chapter talks about contribution and limitation   of   the study, future research direction and conclusion of the research.

8.2   Contribution of the Study

The capability of an organization to retain skilled staff influences its upcoming direction, management and growth. Nowadays staff turnover is obvious at various levels of organizations, together with early retirement becomes a high cost issue of the organization. This study, therefore, enhances the theoretical understanding of the job embeddedness construct and extends the current body of knowledge in several ways.

First, it provides tentative explanations as to how job embeddedness influencing stay intention and the relationship among the constructs using quantitative and qualitative analysis in the niche retail sector in Hong Kong.

Second, by using the quantitative research, the influence of job embeddedness via organizational culture or commitment on stay intention is determined. Knowledge about what kind of influence of organizational culture and commitment on job embeddedness and how they influence job embeddedness provide a clearer picture of the development of the job embeddedness construct.

Third, investigating the relationship between job embeddedness and stay intention in Hong Kong not only expands the current limited job embeddedness research in Asian context, but also helps validate the importance of job embeddedness construct in turnover research.

Fourth, by using the qualitative research the detail application of dimensions of job embeddedness on the research company is compared and contrasted with the quantitative result. Furthermore, the retention tactics can be figured out in the research for the talent management practices.

Fifth, results (leaving reasons and comments on the company) of the exit interviews of the staff leaving the researching company in the similar period is compared and contrast with results of the first two parts of the researches.

Final, the retention strategies and tactics supported by the research results can be regarded as talent management practices. When organisations employ more talent management practices, it signals an organisation's interest in investing in its people. This may enhance the psychological connection between organisation and the employees. These psychological responses may result in better stay intentions.

This study also has important implications for managers in organizations as follows:

Firstly, answers to the question whether organizational culture and commitment make staff more embedded into their jobs via job embeddedness, can help practicing managers develop more effective human resource practices/tactics to retain valuable employees.

Secondly, findings on the direct effects of organizational culture and commitment on job embeddedness help managers understanding on, how human resource practices in terms of organizational culture and commitment might be directly influence job embeddedness.

Thirdly, knowledge about how these factors impact job embeddedness and whether job embeddedness affecting stay intention can assist organizations in their efforts to make employees more embedded into their jobs and less likely to quit.

For practical implication in real life, the researcher had implemented several practices in the researched company during the research period as follow:

a. Organizational Culture area:

◇ Empowerment – more price discounted policies handled by salesperson were implemented.

◇ Fair reward System - More fair sales incentive measures was implemented

◇ Competence Development - More training and development courses were arranged e.g. workplace English, sales techniques, requirements on Commodity Description regulations etc.

b. Job Embeddedness area:

◇ Company started to give small gifts to staff in some festivals, moon cake, dumplings, foodstuff etc. to build the relationship with staff.

◇ Referral scheme with monetary incentive to staff.

◇ More functional teams/groups organized in company for sharing and bring out ideas for business to help the embeddedness among staff.

All these measures are well-appraised by the staff. Above policies not only help the staff to equip more in the business, and they also tend to recommend their friends/relatives to join the company.

These new practice and measures took around a year. The turnover rate of the researched company before and after the on year period was decreased from 42% to 31%.

In conclusion, the results of this study are useful in assisting both academic researchers and managerial practitioners. The academic researchers can benefit from better understanding the theoretical network of job embeddedness, in terms of both the

organizational antecedents and the consequences of job embeddedness. The managerial practitioners can better understand how staff become embedded in their jobs, and therefore find ways to retain experienced staff especially in a similar organization of the retail industry in a fast-paced country.

8.3   Limitation of the Study

There are some limitations of this research high-light key attributes for future study and research.

Firstly, data and information were collected using self-reported data which may have the chance of social desirability/shared response preconception in relations of the collected data.

Secondly, our sample was drawn only from one of the luxury department store (also using cross-sectional design with small sample size of 100) in the retail industry which have restraints for generalization to other areas/sectors of the industry. The collected sample is also built on the targeted sector in Hong Kong, which has chance of denial of other hypotheses that is due to the variance between the cultures of the countries and the targeted industry/sector. Further research on more retail companies of different commodities will improve the applicability among sectors.

Thirdly, a research limitation is the focus on three to four organizational culture areas only. There are probably may be other dimensions such as information sharing, group orientation, person-fit company, innovation, and risk taking practice that might have a significant influence on job embeddedness and stay intention.

8.4   Future Research Direction

The probable role of cultural influences on job embeddedness justifies more studies. A few studies only (e.g. Hom et al., 2009; Tanova & Holtom, 2008) have been

conducted on population of non-US nation staff. Tanova & Holtom (2008) discovered "that job embeddedness explained a significant amount of variation in turnover beyond the effects of demographic and traditional predictors such as job satisfaction for a sample of staff from 4 European countries". Though, Tanova & Holtom (2008) "did not employ Lee et al. (2004) composite scale. Thus, to what extent the composite scale of job embeddedness can be generalized to other cultural settings remains unclear. The findings from other two studies suggest that job embeddedness theory be tailored to particular cultural contexts" (Tanova & Holtom, 2008).

Hom et al. (2009) "found that the relationships between job embeddedness and organizational constructs could be generalized to a Chinese sample of middle-level managers only after substantial item revision". Hom et al. (2009) "added more items assessing person–organization and person–job fit. In addition, interviews and open-ended surveys with part-time Chinese MBA students were conducted to generate additional items [e.g., loss of 'Guanxi (Relationship)' connections as a sacrifice, for a detailed discussion about Guanxi, see Farh et al. (1998)] or revisions (e.g., more explicit examples of fringe benefits for sacrifice)". In a recent study, Ramesh and Gelfand (2010) "conducted a cross-culture study with samples from American and India call centers. The findings reveal the dimensions of job embeddedness influence turnover with cultural differences. Person–job fit was found to be more important to reducing turnover in the United States than in India, whereas organization links and community links were found to be more important to decreasing turnover in India than in the United States" (Ramesh & Gelfand, 2010). Variance in culture may influence the generalization of job embeddedness theory.

In the research, we take Hong Kong because the place has been found to own a distinct culture where east meets west, which is unlike with US culture. According to

Hofstede's cultural theory (Hofstede, 2001), "national culture is composed of five main dimensions: power distance index, individualism, masculinity, uncertainty avoidance index, and long-term orientation". Researches have shown that eastern culture has main variances with the US national culture in two areas - individualism and long-term orientation. Thus, Hong Kong provides a good example to test if the theory of job embeddedness can be generalized into other culture.

The research discloses some practical inferences for further studies/researches. It tries to investigate deeper into the behavioural relationship among organizational culture and commitment, and job embeddedness as some of the studies have been conducted in Western world, thus, the output/findings can be valuable in future comparative researches. A reproduction of our research in other Asian nations with the same organizational cultural dimensions established earlier or related ones could disclose if this research results are nation-specific or can be generalized to other nation.

The study of Mitchell et al. starts a new direction turnover/retention research. Job embeddedness promotes the turnover/retention rationale beyond intra-organizational to extra-organizational approaches. These merits nevertheless, there is a requirement to improve the evaluation of job embeddedness. The research will motivate research efforts to advance the concept building and evaluation of job embeddedness.

For the result of less significant role of non-work embeddedness decided in this research, to retain the predictive validity of non-work embeddedness, investigators should find the relevant constructs in the specific cultural settings by performing qualitative researches before the measurement items are used in empirical researches. Future study may consider change the scale of non-work fit and sacrifice for research with the Chinese. For example, non-work fit may comprise items measuring the

relationships with buddies and close relatives. Non-work sacrifice may comprise the cost in leaving buddies and close relatives.

8.5   Research Conclusions

This study contributes to the retention research on retail industry in a fast-paced city study. As said, for limited studies of the job embeddedness construct with organizational behaviour constructs, like organizational culture and commitment, the present study aimed to fill the research gap by proofing the applicability of job embeddedness in the luxury sector of the retail industry in Hong Kong by using mixed research method. In particular, the community dimension of job embeddedness seemed not so applicable in the context of Hong Kong for the compact and highly dense city/community arrangement.

From the quantitative study, job embeddedness was found to be the significant mediators for the relationship between organizational culture and stay intention, and between organizational commitment and stay intention.

For the application of the research, practical retention tactics were resulted in the qualitative analysis for the talent management process. Recruitment was believed to be the first and important step to attract the 'Fit' personnel to join the organization that come from the job embeddedness constructs and talent management process. That is, after careful planning of recruitment and selection process, suitable candidates with matching of the job/organization details with individual calibre/intentions.

Other important tactics like competence development, fair rewards and empowerment came from the organizational culture construct and talent management process were also found to be the perceived effective retention practices supported by quantitative and qualitative analysis.   That is, enhancement of the organizational culture, in particular in the area of competence development of the staff, devising fair

rewards system and setting appropriate empowerment practices will likely to enhance the embeddedness of the staff in their job and hence their stay intention in the company.

In the same token, enhancement of the organizational commitment of the staff, by implementing appropriate policies, programs or schemes will likely to enhance the embeddedness of the staff in their job and hence their stay intention in the company.

REFERENCES

Adams, J. S. (1965). Inequity in social exchange. *Advances in experimental social psychology*, 2, 267-299.

Adkins, G., & Caldwell, D. (2004). Firm or subgroup culture: Where does fitting in matter most. *Journal of Organizational Behavior*, 25, 969–978.

Allen, D. G. (2006). Do organizational socialization tactics influence newcomer embeddedness? *Journal of Management*, 32, 237–257.

Allen, N. J. & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the work [Electronic version]. *Journal of Occupational Psychology. 63*(1), 1-18. Abstract retrieved April 17, 2004, from the *ProQuest* database.

Allen, D. G., Shore, L. M. and Griffeth, R. W. (2003). The Role of Perceived Organizational Support and Supportive Human Resource Practices in the Turnover Process, *Journal of Management*, 2003, Vol.29(1), pp.99-118.

Allen, D. G. (2008), Retaining Talent , *SHRM Foundation, Society for Human Resource Management.* [Online] Available from : http://www.shrm.org/foundation. [Accessed 3 December 2016]

Anderson, J. C. & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach, *Psychological bulletin*, vol. 103, no. 3, p. 411.

Aronson, J. 1994, A pragmatic view of thematic analysis, *The qualitative report*, vol. 2, no. 1, pp. 1-3.

Aryee, S., Chu, C. W. L, Kim, T. −Y. & Ryu, S. (2013). Family-Supportive Work Environment and Employee Work Behaviors, *Journal of Management*, 2013, Vol.39(3), pp.792-813 [Peer Reviewed Journal]

Babbie, E. R. (2007). The practice of social research, 11th edn, Thompson-Wadsworth Belmont, CA.

Bambacas M. & Kulik T. C. (2012), job embeddedness in China : how HR practices impact turnover intentions, *The International Journal of Human Resource Management*, 24(10), 1933-1952.

Baron, R. M. and Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*, 1986, Vol.51(6), pp.1173-1182 [Peer Reviewed Journal]

Becker, K. L. (2007), *Unlearning in the workplace: a mixed methods study*.

Bergiel, E. B., Nguyen, V. Q., Clenney, B. F. and Taylor, G. S. (2009). Human resource practices, job embeddedness and intention to quit, *Management Research News*, 2009, Vol.32(3), p.205-219 [Peer Reviewed Journal], Emerald Group Publishing Limited.

Besich, J. (2005), Job embeddedness versus traditional models of voluntary turnover A test of voluntary turnover prediction, *ProQuest dissertations and theses*.

Blau, P.M. (1964) . Exchange and power in social life. New York: Wiley.

Blessing, L. T. M. & Chakrabarti, A. (2009). A design research methodology, Springer-Verlag London Limited, London.

Böckerman, P. & Ilmakunnas, P. (2009). Job Disamenities, Job Satisfaction, Quit Intentions, and Actual Separations: Putting the Pieces Together, I*ndustrial Relations: A Journal of Economy and Society*, January 2009, Vol.48(1), pp.73-96 [Peer Reviewed Journal]

Bontis, N., Booker, L. D. & Serenko, A. (2007). The mediating effect of organizational reputation on customer loyalty and service recommendation in the banking industry, *Management Decision*, vol. 45, no. 9, pp. 1426-45.

Burns, R. B. (2000). Introduction to research methods, 4th edn, SAGE Publications, London.

Carr, A. S. & Smeltzer, L. R. (2002), The relationship between information technology use and buyer-supplier relationships: an exploratory analysis of the buying firm's perspective, *Engineering Management, IEEE Transactions* on, vol. 49, no. 3, pp. 293-304

Champagne, P. & McAfee, B. (1989). Motivating strategies for performance and productivity: A guide to human resource development. Journal of Compensation and Benefits, 13(3), 36-39.

Chin, W.W. (1998), The Partial Least Squares Approach to Structural Equation Modeling, *Modern methods for business research*, Lawrence Erlbaum Assoc Inc, New Jersey.

Cohen, J. D. (2006). The aging nursing workforce: How to retain experienced nurses. *Journal of Healthcare Management*, 51, 233–245.

Cooke, R. A., & Szumal, J. L. (2000). Using the organizational culture Inventory to understand the operating cultures of organizations. In N. M. Ashkanasy, C. P. M. Wilderom, & M. F. Peterson (Eds.), *Handbook of organizational culture and climate* (pp. 147−162). Thousand Oaks, CA: Sage Publications.

Cooper, C. L. & Saridakis, G. (2016). *Research handbook on employee turnover*, Edward Elgar Publishing Inc.

Creswell, J.W. (2009), *Research design: Qualitative, quantitative, and mixed methods approaches*, 3rd edn, Sage Publications, Inc, Carlifornia

Creswell, J. W. & Clark, V. L. P. (2007), *Designing and conducting mixed methods research*, Sage Publications, California.

Creswell, J. W., Hanson, W. E., Plano C., Vicki L. and Morales A. (2007). Qualitative Research Designs: Selection and Implementation. *Counseling Psychologist*, 2007, Vol.35(2), p.236-264 [Peer Reviewed Journal]

Crossley, C. D., Bennett, R. J., Jex, S. M., & Burnfield, J. L. (2007). Development of a global measurement of job embeddedness and integration into a traditional model of turnover. *Journal of Applied Psychology*, 92, 1031–1042.

Cunningham, G. B., Fink, J. S., & Sagas, M. (2005). Extensions and further examination of the job embeddedness construct. *Journal of Sports Management*, 19, 319–335.

Dawley, D., Houghton, J. D. and Bucklew, N. S., Perceived Organizational Support and Turnover Intention: The Mediating Effects of Personal Sacrifice and Job Fit, *The Journal of Social Psychology*, 2010, Vol.150(3), p.238-257 [Peer Reviewed Journal]

Egan, T. M., Yang, B., & Bartlett, K. (2004). The effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention. *Human Resource Development Quarterly*, 15, 279–301.

Ellenbecker, C. H. (2004). A theoretical model of job retention for home health care nurses, *Journal of Advanced Nursing,* August 2004, Vol.47(3), pp.303-310 [Peer Reviewed Journal]

Ellett, A. J., Ellis, J. I., Westbrook, T. M. and Dews, D. (2007), A qualitative study of 369 child welfare professionals' perspectives about factors contributing to employee retention and turnover, *Children and Youth Services Review*, 2007, Vol.29(2), pp.264-281.

Farh, J., Tsui, A., Xin, K. & Cheng, B. (1998). The influence of relational demography and guanxi: The Chinese case, *Organization science*, v. 9, (4), 1998, JUL-AUG, p. 471-488 [Peer Reviewed Journal]

Feldman, D. C., & Ng, T. W. (2007). Careers: Mobility, embeddedness, and success. *Journal of Management*, 33, 350–377. http://dx.doi.org/10.1177/0149206307300815

Kiazad, K., Holtom, B. C., Hom, P. W., & Newman, A. (2015). Job embeddedness: A multifoci theoretical extension. *Journal of Applied Psychology*, 100, 641–659. http://dx.doi.org/10.1037/a0038919

Fong, V. W.-S., & Cheung, R. (2013). *An empirical study of the factors affecting work-family conflict and quit intention of managerial staff in fast-food restaurants.* In Proceedings of the International Conference on Business and Information (pp. 515-536). Bali, Indonesia.

Fong, V. W.-S. & Cheung, R. (2013a). *An empirical investigation of the effect of organizational commitment on job satisfaction and quit intention of salespersons.* In Proceedings of the Asian Business and Management Conference (pp. 360-367). Osaka, Japan.

Fornell, C. & Larcker, D. F. (1981), Evaluating structural equation models with unobservable variables and measurement error, *Journal of marketing research*, pp. 39-50.

Fukuyama, F. (1996), Trust: *The social virtues and the creation of prosperity*, Free Press.

Gaertner, K. N. & Nollen, S. D. (1989). Career experiences, perceptions of employment practices, and psychological commitment to the organization. *Human Relations*, 42, 975-991.

Gagliardi, P. (1986). The creation and change of organizational cultures: a conceptual framework. *Organization Studies*, Spring, 1986, Vol.7(2), p.117(18) [Peer Reviewed Journal]

Garson, G. D. (2009), Structural equation modelling, *Simulation & Gaming*, 2009, Vol.40(2), pp.267-279 [Peer Reviewed Journal]

Gefen, D., Straub, D. & Boudreau, M.C. (2000), Structural equation modeling and regression: Guidelines for research practice, *Communications of the Association for Information Systems*, vol. 4, no. 1, p. 7.

Gelens, J., Hofmans, J., Dries, N., & Pepermans, R. (2014). Talent management and organisational justice: Employee reactions to high potential identification. *Human Resource Management Journal,* 24(2), 159-175.

Ghosh, D. and Gurunathan, L. (20150, Job Embeddedness: A Ten-year Literature Review and Proposed Guildlines. *Global Business Review*, 16(5) 856-866.

Ghozali, I. (2008), *Structural Equation Modeling, Partial Least Square,* Semarang: Badan Penerbit–Universitas Diponegoro.

Giosan, Cezar (2004, Antecedents of job embeddedness, ProQuest Dissertations Publishing.

Glisson, C. (2007). Assessing and changing organizational culture and climate for effective services. *Research on Social Work Practice*, 17(6), 736−747.

Goetz, J. P. and Lecompte, M. D. (1981). Ethnographic Research and the Problem of Data Reduction 1 . *Anthropology & Education Quarterly*, 1981, Vol.12(1), pp.51-70 [Peer Reviewed Journal]

Götz, O., Liehr-Gobbers, K. & Krafft, M. (2010, Evaluation of structural equation models using the partial least squares (PLS) approach, *Handbook of Partial Least Squares*, pp. 691-711.

Good, L., Page, T. & Young, C. (1996). Assessing hierarchical differences in job-related attitudes and turnover among retail managers, J*ournal of the Academy of Marketing Science*, 1996, Vol.24(2), pp.148-156 [Peer Reviewed Journal]

Gouldner, A.W. (1960). The norm of reciprocity: a preliminary statement. *American Sociological Review*, 25(2), 161-178.

Greene, J, Caracelli, V. & Graham, W. (eds) 2008, *Towards a conceptual framework for mixed method evaluation designs*, The mixed method reader, Sage Publication, Inc., San Francisco, CA.

Griffeth, R.W., Hom, P.W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management,* 26(3), 463-488.

Gustafsson, A. & Johnson, M. D. (2004). Determining attribute importance in a service satisfaction model, *Journal of Service Research*, vol. 7, no. 2, pp. 124-41.

Hair, J.F., Anderson, R.E., Tatham, R.L. & Black, W.C. (2006), *Multivariate data Analysis, Pearson Education International*, New Jersey.

Halbesleben, J. R., & Wheeler, A. R. (2008). *The relative roles of engagement and embeddedness in predicting job performance and intention to leave*. Work and Stress, 22, 242–256.

Hatcher, L. (1994), *A step-by-step approach to using the SAS system for factor analysis and structural equation modeling*, SAS Institute Inc., Cary, North Carolina.

Hatch, M. J. and Cunliffe, A. L. (2006), *Organization Theory: Modern, Symbolic, and Postmodern Perspectives*, 2nd ed., Oxford University Press, New Delhi.

Henseler, J, Ringle, C. M. & Sinkovics, R. R. (2009), The use of partial least squares path modeling in international marketing, *Advances in International Marketing*.vol. 20, no. 2009, pp. 277-319.

Herzberg, F., Mausner, B., Peterson, R. O. & Capwell, D. F. (1957). Job Attitudes : Review of research and opinion. *Pittsburgh: Psychological Services of Pittsburgh*.

Herzberg, F., Mausner, B. & Snyderman, B. (1959). The motivation to work. New York: Wiley.

Herzberg, F. (1966). Work and the nature of man. Cleverland: World.

Hofstede, G. (2001). Culture's consequences: comparing Values, Behaviors, institutions and Organizations across Nations. second ed. Thousand Oaks, CA: Sage Publications

Holtom, B. C., & Inderrieden, E. J. (2006). Integrating the unfolding model to better understand voluntary turnover. *Journal of Management Issues*, 18, 335–352.

Holtom, B.C., Mitchell, T.R., Lee, T.W., and Eberly, M.B. (2008), Turnover and Retention Research: A Glance at the Past, a Closer Review of the Present, and a Venture into the Future, *The Academy of Management Annals*, 2, 1, 231–274.

Holtom, B. C., & O'Neill, B. S. (2004). Job embeddedness: A theoretical foundation for developing a comprehensive nurse retention plan [Electronic version]. *Journal of Nursing Administration, 34*(5), 216-227. Retrieved October 10, 2008, from *ProQuest* database.

Hom, P. W., & Kinicki, A. J. (2001). Toward a greater understanding of how dissatisfaction drives employee turnover [Electronic version]. *Academy of Management Journal, 44*(5), 975-987. Retrieved August 10, 2005, from *ProQuest* database.

Hom, P. W., Tsui, A. S., Lee, T. W., Fu, P. P., Wu, J. B., Zhang, A., et al. (2009). Explaining employment relationships with social exchange and job embeddedness. *Journal of Applied Psychology*, 94, 277–297.

187

Hom, P. W., Thomas, W. L, Shaw, J. D. & Hausknecht J. P. (2017). One Hundred Years of Employee Turnover Theory and Researches, *Journal of Applied Psychology*, 2017, Vol.102, No.3, 530-545.

Hulin, C. L., Roznowski, M., & Hachiya, D. (1985). Alternative opportunities and withdrawal decisions: Empirical and theoretical discrepancies and integration. *Psychological Bulletin*, 97,233-250.

Hulland, J. (1999), Use of partial least squares (PLS) in strategic management research: a review of four recent studies, *Strategic management journal*, vol. 20, no. 2, pp. 195-204.

Huysse-Gaytandjieva, A., Groot, W., & Pavlova, M. (2013). A new perspective on job lock. *Social Indicators Research*, 112, 587–610. http://dx.doi.org/10.1007/ s11205-012-0072-2

Jackofsy, E. F., & Peters, L. H. (1983). The hypothesized effects of ability in the turnover process. *Academy of Management Review*, 8,46-49.

Jandeska, K. E. and Kraimer, M. L. (2005), Women's Perceptions of organizational culture, Work Attitudes, and Role-modeling Behaviors, *Journal of Managerial* Issues, 1 December 2005, Vol.17(4), pp.461-478.

Jarvis, C. B., MacKenzie, S. B. & Podsakoff, P. M. (2003). A critical review of construct indicators and measurement model misspecification in marketing and consumer research, *Journal of consumer research*, vol. 30, no. 2, pp. 199-218.

Jiang, K., Liu D., Mckay, P. F., Lee, T. W. and Mitchell, T. R. (2012), When and How Is job embeddedness Predictive of Turnover? A Meta-Analytic Investigation. *Journal of Applied Psychology*, 2012, Vol. 97, No. 5, 1077-1096.

Johnson, R. B. and Onwuegbuzie, A. J. (2004). Mixed Methods Research: A Research Paradigm Whose Time Has Come. *Educational Researcher*, 1 October 2004, Vol.33(7), pp.14-26 [Peer Reviewed Journal]

Jolliffe, I. T. (1986), *Principal component analysis*, Springer-Verlag, Fifth Avenue, New York.

Kiazad, K., Holtom, B. C., Hom, P. W. and Newman A. (2015), Integrative Conceptual Review job embeddedness : A Multifoci Theoretical Extension. *Journal of Applied Psychology,*2015, Vol. 100, No. 3, 641-659.

Kim, Jungin (2015). What Increases Public Employees' Turnover Intention? *Public Personnel Management*, 2015, Vol.44(4), pp.496-519 [Peer Reviewed Journal]

Kline, R. B. (2005). Principles and practice of structural equation modelling, 2nd edn, The Guilford Press, New York.

Kothari, C. R. (2004), *Research methodology: Methods & techniques*, 2nd (revised) edn, New Age International (P) Ltd, New Delhi.

Kovner, C., Brewer, C., Greene, W. & Fairchild, S. (2009). Understanding New Registered Nurses' Intent to Stay At Their Jobs, *Nursing Economics*, Mar/Apr 2009, Vol.27(2), pp.81-98 [Peer Reviewed Journal]

Kreitner, R. & Kinicki, A. (1988). Organizational Behavior (4 ed.), Boston : Irwin McGraw-Hill.

Kumar, R. 2011, Research methodology: a step-by-step guide for beginners, 3rd edn, SAGE Publications Ltd, London.

Labatmedienė, L., Endriulaitienė, A. & Gustainienė, L. (2007). Individual correlates of organizational commitment and intention to leave the organization, *Baltic Journal of Management*, 2007, Vol.2(2), p.196-212 [Peer Reviewed Journal] Emerald Group Publishing Limited

Lee, T. W., Burch, T. C., & Mitchell, T. R. (2014). The story of why we stay: A review of job embeddedness. *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 199–216. http://dx.doi.org/ 10.1146/annurev-orgpsych-031413-091244

Lee, T. W. & Mitchell, T. R. (1994). An Alternative Approach: The Unfolding Model of Voluntary Employee Turnover, *The Academy of Management Review*, 1 January 1994, Vol.19(1), pp.51-89 [Peer Reviewed Journal]

Lee, T. W., Mitchell, T. R., Sablynski, C. J., Burton, J. P., & Holtom, B. C. (2004). The effects of job embeddedness on organizational citizenship, job performance, volitional absences, and voluntary turnover. *Academy of Management Journal,* 47(5), 711-722.

Lee, T. W., & Mowday, R. T. (1987). Voluntarily leaving an organization: An empirical investigation of Steers and Mowday's model of turnover [Electronic Version]. *Academy of Management Journal, 30*(4), 721-743. Retrieved May 5, 2006, from *EBSCOhost ABI/INFORM Global* database.

Lee, T. W., & Mowday, R. T. (1992). Voluntarily leaving an organization: An empirical investigation of Steers and Mowday's model of turnover [Electronic version]. *Academy of Management Journal, 30*(4), 721 - 743. Retrieved May 5, 2006, from *ProQuest* database.

Leedy, P. D. & Ormrod, J. E. (2005), Practical research: Planning and design, Eighth edn, Pearson Merrill Prentice Hall Columbus.

Lu, C. S., Lai, K. & Cheng, T. (2007), Application of structural equation modeling to evaluate the intention of shippers to use Internet services in liner shipping, *European Journal of Operational Research*, vol. 180, no. 2, pp. 845-67.

MacIntosh, E., & Doherty, A. (2005). Leader intentions and employee perceptions of organizational culture in a private fitness corporation. *European Sporagement Quarterly*, 5(1), 1–22.

Mallol, C. M., Holtom, B. C., & Lee, T. W. (2007). Job embeddedness in culturally diverse environment. *Journal of Business Psychology*, 22, 35–44. March, J. G., & Simon, H. A. (1958). Organizations. New York: John Wiley.

March, J. C., & Simon, H. A. (1958). Organizations, New York: Wiley.

Maxwell, J. A. (2005). Qualitative research design: An interactive approach, Sage Publications Inc

McCloskey, J. C. & McCain, B. E. (1987). Satisfaction, commitment and professionalism of newly employed nurses, Image--the journal of nursing scholarship, 1987, Vol.19(1), pp.20-4 [Peer Reviewed Journal]

Meyer, J. P. & Allen, N. J. (1984). Testing the "side-bet theory" of organizational commitment: Some methodological considerations [Electronic version]. *Journal of Applied Psychology, 69*(3), 372-378. Abstract retrieved April 14, 2004, from the *ProQuest* database.

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment [Electronic version]. *Human Resource Management Review, 1*(1), 61-89. Retrieved April 14, 2004, from the *ProQuest* database.

Meyer, J. P., & Allen, N. J. (1997). *commitment in the workplace: Theory, research, and application.* Thousand Oaks, CA: SAGE Publications, Inc.

Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). commitment to organizations and occupations: Extension and test of a three-component conceptualization [Electronic version]. *Journal of Applied Psychology, 78*(4), 538-551. Retrieved

November 24, 2008, from the *ProQuest* database.

Meyers, L. S., Gamst, G. & Guarino, A. (2006), Applied multivariate research: Design and interpretation, Sage Publications, Inc, Thousand Oaks, Carlifornia.

Miles, M. B. and Huberman, A. M. (1984). Drawing Valid Meaning from Qualitative Data: Toward a Shared Craft. *Educational Researcher*, 1 May 1984, Vol.13(5), pp.20-30 [Peer Reviewed Journal]

Miseung S. (2010), Factors influencing child welfare employee's turnover: Focusing on organizational culture and climate. *Children and Youth Services Review,* 32 (2010) 847–856

Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablynski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover [Electronic version]. Academy of Management Journal, 44(6), 1102-1121. Retrieved August 12, 2005, from ProQuest database.

Mitchell, T. R., Holtom, B. C., & Lee, T. W. (2001a). How to keep your best employees: Developing an effective retention policy [Electronic version]. *The Academy of Management Executive, 15*(4), 96-107. Retrieved August 12, 2005, from *ProQuest* database.

Mitchell, T. R. & Lee, T. W. (2001). The unfolding model of voluntary turnover and job embeddedness: Foundations for a comprehensive theory of attachment

Morgan, R. M. & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing, *Journal of Marketing*, vol. 58, no. July 1994, pp. 20-38, viewed 25 May 2009.

Mottaz, C. (1988). Determinants of organizational commitment. *Human Relations*, Jun 1988, Vol.41(6), p.467 [Peer Reviewed Journal]

Mumbi, C. & McGill, T. (2007). An investigation of the role of trust in virtual project management success, *International Journal of Networking and Virtual Organisations*, vol. 5, no. 1, pp. 64-82.

Neuman, WL 1997, *Social research methods: Qualitative and quantitative approaches*, 3rd edn, Allyn and Bacon Needham Heights, MA.

Ng, T. W. H., & Feldman, D. C. (2012). The effects of organizational and community embeddedness on work-to-family and family-to-work conflict. *Journal of Applied Psychology*, 97, 1233–1251. http://dx.doi.org/ 10.1037/a0029089

Oehley, A. M., & Theron, C. C. (2010). The development and evaluation of a partial talent management competency model. *Management Dynamics*, 19(3).

O'Reilly, C. W., Chatman, J., & Caldwell, D. F.(1991). People and organizational culture: A profilecomparison approach to person-organization fit. *Academy of Management Journal*, **34**: 487–516.

Pathak, R. P. (2008). Methodoly of educational research, Atlantic publisher and distribution New Delhi.

Pinder, C. (1984). Work Motivation : Theory, Issues and Applications. Glenview: Scott, Foresman and Company.

Plessis, L. D. (2010). The Relationship between Perceived Talent Management Practices, Perceived Organizational Support (POS), Perceived Supervisor Support (PSS) and Intention to Quit amongst Generation Y Employees in the Recruitment Sector, University of Pretoria.

Preacher, K. J. and Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models , *Behavior Research Methods*, Instruments, and Computers, Vol. 36 No. 4, pp. 717-731.

Rahim, A. R. A. & Baksh, M. S. N. 2003, Case study method for new product development in engineer-to-order organizations, *Work Study*, vol. 52, no. 1, pp. 25-36.

Ramesh, A. and Gelfand, M. J. (2010) "Will they stay or will they go? The role of job embeddedness in predicting turnover in individualistic and collectivistic cultures." *Journal of Applied Psychology* 95.5 (2010): 807.

Ravasi, D. ; Schultz, M. (2006). Responding to Organizational Identity Threats: Exploring the Role of Organizational Culture. *Academy of Management Journal*, Jun 2006, Vol.49(3), pp.433-458 [Peer Reviewed Journal]

Raykov, T. & Marcoulides, G. A. (2000), A first course in structural equation modeling, Laurence Erlbaum Associates, Mahwah, New Jersey.

Reichers, A. E. (1985). A Review and Reconceptualization of organizational commitment. *The Academy of Management Review*, 1 July 1985, Vol.10(3), pp.465-476 [Peer Reviewed Journal]

Reitz, O. E. (2014). Job embeddedness: A Concept Analysis. *Nursing Forum*, Vol. 49, No.3, July-September 2014.

Ritchie, M. (2000), Organizational culture: An examination of its effect on the internalization process and member performance. *Southern Business Review, 25, 1-13.*

Sablynski, C. J., Lee, T. W., Mitchell, T. W., Burton, J. P., & Holtom, B. C. (2002). *Turnover: An integration of Lee and Mitchell's unfolding model and job embeddedness construct with Hulin's withdrawal construct.* In J. M. Brett & F. Drassgow's (Eds.). *The psychology of work: Theoretical based empirical*

research. (pp. 189–203). Mahwah, NJ: Lawrence Erlbaum Associated Publishers.

SamGnanakkan, S. (2010). Mediating Role of Organizational Commitment on HR Practices and Turnover Intention among ICT Professionals, *Journal of Management Research*, Apr 2010, Vol.10(1), pp.39-61 [Peer Reviewed Journal]

Saunders, M., Lewis, P & Thornhill, A. (2009). *Research methods for business students*, 5th edn, Pearson Education Ltd, Edinburgh Gate, Harlow Schein.

Sawalha, N., Zaitouni, M. and Elsharif, A. (2012). Corporate Culture Dimensions Associated With Organizational Commitment: An Empiriacal Study. *Journal of Applied Business Research*, Sep/Oct 2012, Vol.28(5), pp.957-975 [Peer Reviewed Journal]

Schein, E. H. (1990). Corporate culture and organizational effectiveness, New York, NY: John Wiley & Sons, Inc., 1990, 267 pp.

Schellenberg, K. (1996). Taking It or Leaving It. Instability and Turnover in a High-Tech Firm. *Work and Occupations: An International Sociological Journal*, 1996, Vol.23(2), p.190-213 [Peer Reviewed Journal]

Schoemmel, K. and Jønsson, T. (2014). Multiple affective commitments: quitting intentions and job performance. *Employee Relations*, 2014, Vol.36(5), pp.534-516.

Sekaran, U. (2000). Research methods for business: A skill building approach, 3rd edn, John Wiley & Sons, Inc., New York.

Sekaran, U. & Bougie, R. 2009, Research methods for business: A skill building approach, 5th edn, John Wiley & Sons Ltd, Chichester, West Sussex.

Sekiguchi, T., Burton, J. P., & Sablynski, C. J. (2008). The role of job embeddedness on employee performance: The interactive effects with leader–member exchange and organization-based self-esteem. *Personnel Psychology*, 61, 761–792

Shaw, J. D., Delery, J. E., Jenkins, G. D., & Gupta, N. (1998). An organization-level analysis of voluntary and involuntary turnover. *Academy of Management*

Singh, K 2007, *Quantitative social research methods*, 1st edn, Sage Publications, New Delhi. Journal, **41**: 511–525.

Sonnenberg, M. (2011). *Talent – Key Ingredients,* Accenture Talent & Organization.

Steel, R. P. & Ovalle, N. K. (1984). A review and meta-analysis of research on the relationship between behavioural intentions and employee turnover. Journal of Applied Psychology, 69, 673-686.

Steers, R. M. & Mowday, R. T. (1981). Employee turnover and post-decision accommodation processes. In L. L. Cummings and B. M. Staw (Eds.), Research in Organizational Behavior: Vol. 3 (p. 235-282). Greenwich, Connecticut: JAI Press, Inc.

Stump, S. A., & Hartman, K. (1984). Individual exploration to organizational commitment or withdrawal [Electronic version]. *Academy of Management Journal*, *27*(2): 308-329. Retrieved November 11, 2008, from *ABI/INFORM Global* database. Talent Keepers Research Report (2004). *Employee retention trends*, Spring 2004 [Electronic version]. Retrieved August 10, 2005 from http://www.talentkeepers.com/TalentKeepers/trRetentionLeadership.shtml

Tabachnick, B. G. & Fidell, L. S. (2007), Using multivariate statistics, 5th edn, Pearson Education Inc., Boston.

Tanova, C., & Holtom, B. C. (2008). Using job embeddedness factors to explain voluntary turnover in four European countries. *International Journal of Human Resource Management*, 19, 1553–1568.

Tashakkori, A. and Teddlie, C. (2003). Issues and dilemmas in teaching research methods courses in social and behavioural sciences: US perspective. *International Journal of Social Research Methodology*, 2003, Vol.6(1), p.61-77 [Peer Reviewed Journal]

Tenenhaus, M, V., Chatelin, Y. M. & Lauro, C. (2005). PLS path modeling', Computational Statistics & Data Analysis, vol. 48, no. 1, pp. 159-205.

Terre Blanche, M & Durrheim, K (eds) 1999. *Research in practice: Applied methods for the social sciences*. UCT Press, Cape Town.

Tessler, R. C. and Schwartz, S. H. (1972). Help seeking, self-esteem, and achievement motivation: An attributional analysis. *Journal of Personality and Social Psychology*, 1972, Vol.21(3), pp.318-326 [Peer Reviewed Journal]

Tharenou, P., Donohue, R. & Cooper, B. (2007), *Management research methods*, Cambridge University Press, Melbourne.

Tuin, A. V., Brouwer, A. J., M. S., & Bovee, N. (2010). *How effective are talent management practices.* Accenture.

Vandenberghe, C. and Tremblay, M. (2008), The Role of Pay Satisfaction and organizational commitment in Turnover Intentions: A Two-Sample Study, *Journal of Business and Psychology*, 2008, Vol.22(3), pp.275-286 [Peer Reviewed Journal]

Vroom, V. H. (1964). Work and Motivation. New York : Wiley.

Yang, N., Chen C. C., Choi, J. and Zou Y. (2000). Sources of Work-Family Conflict: A Sino-U.S. Comparison of the Effects of Work and Family Demands, Academy of Management, February 1, 2000 vol. 43(1) 113-123.

Yao, W. T. -R. (2010). A study of personality, organizational factors, and job satisfaction among Taiwanese police officers, ProQuest Dissertations Publishing.

Yin, R. K. 2003, *Case study research: Design and methods*, 3rd edn, vol. 5, Sage

Wang, P., Lawler, J. J.,Walumbwa, F. O. & Shi, Kan. (2004) Work-family conflict and job withdrawal intentions: .he moderating effect of cultural differences, *International Journal of Stress Management*, Vol 11(4), Nov 2004, 392-412.

Westerman, J. W. & Yamamura, J. H. (2007). Generational preferences for work environment fit: effects on employee outcomes. *Career Development International*, 2007, Vol.12(2), p.150-161 [Peer Reviewed Journal] Emerald Group Publishing Limited

Wiener, Y. (1982). Commitment in Organizations: A normative view. Academy of Management Review, 7(3): 418-428.

Zikmund, W, G. & Babin, B. J. (2007), *Exploring marketing research*, 9th edn, Thompson higher education, Mason, Ohio.

Appendix A

<div align="center">INVITATION LETTER (Filling survey document)</div>

Date
Name
Address

Dear participant,

Allow me to induce myself. I am a doctoral student at London South Bank University in UK. This letter is a request for your assistance with research necessary for completion of my dissertation, " The Role of organizational culture and commitment on Job-Embeddedness and stay intention". I would very much appreciate you taking the time to assist me by completing the survey document. Although there may be no direct benefit to you, the possible benefit of your participation is the organization will have developed a mechanism, which aids in increasing the tenure level of its employees. Such an achievement benefits all stakeholders of the organization.
Please respond and mailed back the consent form and questionnaire with the self-addressed envelope attached no later than _____.

Thank you for your participating the survey. The study results will be available after _____ on at the following address _____ should you wish to follow up on this research.

Again, thank you for your participation and if you have any questions or concerns, please do not hesitate to contact me at 852-XXXX XXXX

Yours sincerely,

Vincent Fong
Doctoral Student, London South Bank University

INVITATION LETTER (Participating research interview)

Date
Name
Address

Dear participant,

Allow me to induce myself. I am a doctoral student at London South Bank University in UK. This letter is a request for your assistance with research necessary for completion of my dissertation, " The Role of organizational culture and commitment on Job-Embeddedness and stay intention". I would very much appreciate you taking the time to assist me by participating a research interview. Although there may be no direct benefit to you, the possible benefit of your participation is the organization will have developed a mechanism, which aids in increasing the tenure level of its employees. Such an achievement benefits all stakeholders of the organization.
Please respond and mailed back the consent form with the self-addressed envelope attached no later than _____.

Thank you for your participating the research. The study results will be available after _____ on at the following address _____ should you wish to follow up on this research.

Again, thank you for your participation and if you have any questions or concerns, please do not hesitate to contact me at 852-XXXX XXXX

Yours sincerely,

Vincent Fong
Doctoral Student, London South Bank University

Appendix B

INFORMATION SHEET (questionnaire survey)

Dear participant,

Thank you so much for agreeing to participate in my study, " The Role of organizational culture and commitment on Job-Embeddedness and stay intention". The survey will examine, job-embeddedness, organizational commitment and culture, and stay intention inter-relationship among salespersons of a luxury department store.

Participation in the survey is completely voluntary and any information you provide will remain confidential and anonymous. The survey consists of ___ questions answered in multiple choice or Likert-type scale format.

I believe this study will provide additional information for leaders, retail operators, organization administrative teams and human resources professionals to utilize in work related to organizational culture and leader retention. I am confident that the outcomes will provide important data that can be beneficial for all of us in the retail arena.

Thank you for your cooperation and support. For more information, please feel free to contact me at 852- XXXX XXXX.

Yours sincerely,

Vincent Fong
Doctoral Student, London South Bank University

INFORMATION SHEET (survey interview)

Dear participant,

Thank you so much for agreeing to participate in my study, " The Role of organizational culture and commitment on Job-Embeddedness and stay intention". The survey will examine, job-embeddedness, organizational commitment and culture, and stay intention inter-relationship among salespersons of a luxury department store.

Participation in the interview is completely voluntary and any information you provide will remain confidential and anonymous. The simple interview questions will be asked. You are feel free to answer the answer in our own expression.

I believe this study will provide additional information for leaders, retail operators, organization administrative teams and human resources professionals to utilize in work related to organizational culture and leader retention. I am confident that the outcomes will provide important data that can be beneficial for all of us in the retail arena.

Thank you for your cooperation and support. For more information, please feel free to contact me at 852- XXXX XXXX.

Yours sincerely,

Vincent Fong
Doctoral Student, London South Bank University

Appendix C

CONSENT FORM

I, Vincent Fong, a doctoral student at the London South Bank University have permission of _____ to conduct a research study on the premise of _____at_____.
Participant:
I, _____, an employee of _____ have volunteered to participate in this research study. My participation in the study is voluntary and the participation or non-participation will not have any negative affect on my employment. I understand the following:

1. I may refuse to participate and/or withdraw at any time without consequences to my employment.
2. Research records and the list of participants will remain confidential.
3. All personal data will be coded to maintain the confidentiality and privacy of the participant.
4. The data will be maintained in a secured, locked safe and will be accessible only to the researcher.
5. There are no foreseeable risks to the participants of this study.
6. As the data are presented, I, the participant, can choose to be identified as the source of that information for group discussion purposes.
7. Upon the termination of the research period, two years, the data will be shredded.
8. Although there are no direct benefits to me, the researcher explained how participation in the study will benefit future employees and upper management of this organization.
9. Upon completion of the demographic form and the survey questionnaire, I, the participant, will place the forms in a sealed envelope and return them to the researcher. This procedure will take approximately fifteen minutes.

There are no other agreements, written or verbal, related to the study beyond that expressed in this consent and confidentiality form. I, the undersigned, understand the above explanation, and I give consent to my voluntary participation in this research. By signing this form, I acknowledge that I understand the nature of this study, the potential risks as a participant, and the means by which my identity will remain confidential. My signature on this form also indicates that I am 18 years old and that I give my permission to serve voluntarily as a participant in the study described.
Signature of the participant_____ Date_____
Signature of the researcher _____ Date_____

Appendix D:

Date : 24 Apr 2014

Director

Dear Mr ,

Invitation for Participation in an Academic Research Study

This is a research survey conducted by FONG WAI SHING, Business Administration Doctoral Candidate of London South Bank University (LSBU) to examine the "The Role of organizational culture and commitment on Job-Embeddedness and stay intention" for the research necessary for completion of my dissertation. The possible benefit of your organization will be the development a mechanism, which aids in increasing the tenure level of your employees. Such an achievement benefits all stakeholders of the organization. This study is purely for academic research purposes, and all the information will be treated as strictly confidential. The report will only present the aggregated results and will not identify any individuals or the name of the researched company. The permission to conduct the study will be much appreciated. Please feel free to contact me at vifong@netvigator.com or my thesis supervisor, Dr Ronnie Cheung at ronnie.chueng@connect.polyu.hk, if you have any question of the study.

Awaiting your favorable reply for my request.

Thank you for your attention.

Sincerely,

                                                            Approved by

Vincent Fong
Vincent Fong
Doctoral Candidate
London South Bank University
Email: vifong@netvigator.com
                                                            Director

Appendix E

QUESTIONNAIRE

Tell us about yourself…
(Please select the appropriate choice)
1. What is your gender?
○ Male
○ Female

2. What is your remuneration Level per month
○ 10,000 - 14,000
○ 14,001 - 16,000
○ 16,001 - 20,000
○ 20,001 & above

3. What is your age?
    _____
4. How long have you worked in the retail industry?
    _____ year _____ month

The rest of the survey will be answered using a scale of
1 through 7 as shown below:

	1	2	3	4	5	6	7	
Strongly disagree	○	○	○	○	○	○	○	Strongly agree

Level of Agreement
1 - Strongly disagree
2 - Disagree
3 - Somewhat disagree
4 - Neither agree or disagree
5 - Somewhat agree
6 - Agree
7 - Strongly agree

Example
Question: I plan to be with the company for a while?
If you think you will continue to stay in the company, you may choose 5-7 in the ascending order of degree of certainty; in the contrary (you will not continue to stay in the company), you may choose 1-3 in the descending order of degree of certainty. You may choose 4 if you are not sure of your intention.

Job embeddedness
1. It would be difficult for me to leave this organization.

	1	2	3	4	5	6	7	
Strongly disagree	○	○	○	○	○	○	○	Strongly agree

2. I 'm too caught up in this organization to leave.

	1	2	3	4	5	6	7	
Strongly disagree	○	○	○	○	○	○	◉	Strongly agree

3. I simply could not leave the organization that I work for.

	1	2	3	4	5	6	7	
Strongly disagree	○	○	○	○	○	○	○	Strongly agree

4. I feel attached to this organization.

	1	2	3	4	5	6	7	
Strongly disagree	○	○	○	○	○	○	○	Strongly agree

5. I feel tied to this organization.

	1	2	3	4	5	6	7	
Strongly disagree	○	○	○	○	○	○	○	Strongly agree

6. I am tightly connected to this organization.

	1	2	3	4	5	6	7	
Strongly disagree	○	○	○	○	○	○	○	Strongly agree

Commitment to the Organization

1. I would be happy to spend the rest of my career in this organization.

	1	2	3	4	5	6	7	
Strongly disagree	○	○	○	○	○	○	○	Strongly agree

2. I really feel as if this organization's problems are my own.

	1	2	3	4	5	6	7	
Strongly disagree	○	○	○	○	○	○	○	Strongly agree

3. This organization has a great deal of personal meaning for me.

	1	2	3	4	5	6	7

Strongly disagree   ○   ○   ○   ○   ○   ○   ○   Strongly agree

Intent to stay
1. I plan to be with this company for awhile.

       1   2   3   4   5   6   7

Strongly disagree   ○   ○   ○   ○   ○   ○   ○   Strongly agree

2. Sometimes I get so irritated that I think about changing jobs.

       1   2   3   4   5   6   7

Strongly disagree   ○   ○   ○   ○   ○   ○   ○   Strongly agree

3. I plan to be with this company five years from now.

       1   2   3   4   5   6   7

Strongly disagree   ○   ○   ○   ○   ○   ○   ○   Strongly agree

4. I would turn down an offer from another retail company if I came tomorrow.

       1   2   3   4   5   6   7

Strongly disagree   ○   ○   ○   ○   ○   ○   ○   Strongly agree

Organizational culture
Empowerment Practices
1. Employees are given great latitude for the organization of their work

       1   2   3   4   5   6   7

Strongly disagree   ○   ○   ○   ○   ○   ○   ○   Strongly agree

2. Employees in my work unit have much autonomy in project

       1   2   3   4   5   6   7

Strongly disagree   ○   ○   ○   ○   ○   ○   ○   Strongly agree

3. In my work unit, employees have considerable freedom regarding the way out their work.

       1   2   3   4   5   6   7

Strongly disagree   ○   ○   ○   ○   ○   ○   ○   Strongly agree

Competence development practices

4. Employee can develop their skills in order to increase their chances of being promoted.

	1	2	3	4	5	6	7	
Strongly disagree	○	○	○	○	○	○	○	Strongly agree

5. Employees can rotate jobs to develop their skills

	1	2	3	4	5	6	7	
Strongly disagree	○	○	○	○	○	○	○	Strongly agree

6. I am able to apply new skills in my work.

	1	2	3	4	5	6	7	
Strongly disagree	○	○	○	○	○	○	○	Strongly agree

Fair rewards practices

7. I estimate my salary as being fair internally.

	1	2	3	4	5	6	7	
Strongly disagree	○	○	○	○	○	○	○	Strongly agree

8. My salary is fair in comparison with what is offered for a similar job elsewhere

	1	2	3	4	5	6	7	
Strongly disagree	○	○	○	○	○	○	○	Strongly agree

9. In my increases and/or bonus I received in the last two years adequately reflect my recent performance evaluations.

	1	2	3	4	5	6	7	
Strongly disagree	○	○	○	○	○	○	●	Strongly agree

Thank you for your time!
                 --- End of Survey ---

Appendix F

Interview Guide
Do you have any questions before we begin? If not, I will turn on the recording function of the smart phone.
1. Tell me something about current job: your job title, service year in the company and in the industry.

   (Organization Fit vs Stay intention)

2. Would each of the following factors make you stay longer employment in the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why?

   a. "Like of the members of workgroup"
   b. "feel good match for the company"
   c. "The job utilizes skills and talents well"
   d. "Positive financial condition of the organizational"
   e. "Any other factors that might be relevant to the question.

   (Organization Link vs Stay intention)

3. Would each of the following factors make you stay longer employment in the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why?

   a. "Interaction with co-workers".
   b. "involvement in teamwork and committee"
   c. "Any other factors that might be relevant to the question.

   (Organization Sacrifice vs Stay intention)

4. Would each of the following factors make you think seriously in quitting the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why?

   a. "Giving up friendly colleagues, promotion opportunities or perks"
   b. "Perhaps losing stock options or pension"
   c. "Any other factors that might be relevant to the question.

   (Community Fit vs Stay intention)

5. Would each of the following factors make you stay longer employment in the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why?

   a. "suitable weather or general culture"
   b. "outdoor activities, positive political or religious climates"
   c. "positive economic factors of the community"

d. "Any other factors that might be relevant to the question."

(Community Link vs Stay intention)

6. Would each of the following factors make you stay longer employment in the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why?

   a. "Family roots in the community, being married",
   b. "own the home s/he lives in"
   c. "close friends living nearby"
   d. "Any other factors that might be relevant to the question.

(Community Sacrifice vs Stay intention)

7. Would each of the following factors make you think seriously in quitting the company? Would each of the following factors make you think seriously in quitting the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why?

   a. "leaving safe neighborhood"
   b. "the easy commute"
   c. "respect from community members".
   d. "Any other factors that might be relevant to the question"

(job embeddedness vs organizational culture or Organizational commitment)

8. Would "more embedded in your job" make you "more committed to the company culture"? Please comment on the intensity of this relationship in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why?
9. Would "more embedded in your job" make you "more committed to the company"? Please comment on the intensity of this relationship in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why?

(organizational culture or Organizational commitment vs Stay intention)

10. Would "more committed to the company culture" make you stay longer in the company? Please comment on the intensity of this relationship in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why?
11. Would "more committed to the company" make you stay longer in the company? Please comment on the intensity of this relationship in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why?

(Talent Management Vs Staff retention)
12. What attractive you to apply the current post in the first place? What relating factors do you think are important in recruitment process?
13. Do you think "Fair rewards" of the company contributing to the staff retention? Please comment on the intensity of this factor in a 5-point Likert scale (Very

much, Somewhat, Undecided, Not really, Not at all) and Why? What relating factors in this area do you think of?

14. Do you think "Competence Development" of the staff contributing to the staff retention? Please comment on the intensity of this factor in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? What relating factors in this area do you think of?

15. Do you think "Empowerment" at work contributing to the staff retention? Please comment on the intensity of this factor in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? What relating factors do you think of ?

<div align="center">--- End of interview ---</div>

Thank you !

Matrix of the Interview Guide Questions

_____

Research Questions
Interview questions

_____

Research Question 1:
Whether the job embeddedness model is   2 - 7
applicable to the niche market retail setting
with frontline personnel in Hong Kong?

Research Question 2
 What roles does organizational culture or
 commitment between job embeddedness   8 – 11
 and stay intention in the same setting?

 Research Question 3
 What retention tactics can be figured out in the   12 -15
 research in light of Talent Management?
_____

Appendix G
Codes and representations for quantitative analysis

Code	Representation
JE-WK1	Job embeddedness question 1 (It would be difficult for me to leave this organization.)
JE-WK2	Job embeddedness question 2 (I 'm too caught up in this organization to leave.)
JE-WK3	Job embeddedness question 3 (I simply could not leave the organization that I work for.)
JE-WK4	Job embeddedness question 4 (I feel attached to this organization.)
JE-WK5	Job embeddedness question 5 (I feel tied to this organization.)
JE-WK6	Job embeddedness question 6 (I am tightly connected to this organization.)
CMT1	Organizational commitment question 1 (I would be happy to spend the rest of my career in this organization.)
CMT2	Organizational commitment question 2 (I really feel as if this organization's problems are my own.)
CMT3	Organizational commitment question 3 (This organization has a great deal of personal meaning for me.)
STAY1	Stay intention question 1 (I plan to be with this company for awhile.)
STAY2	Stay intention question 2 (Sometimes I get so irritated that I think about changing jobs.)
STAY3	Stay intention question 3 (I plan to be with this company five years from now.)
STAY4	Stay intention question 4 (I would turn down an offer from another retail company if I came tomorrow.)
CULT1	Organizational culture question 1 (Employees are given great latitude for the organization of their work.)
CULT2	Organizational culture question 2 (Employees in my work unit have much autonomy in project)
CULT3	Organizational culture question 3 (In my work unit, employees have considerable freedom regarding the way out their work.)
CULT4	Organizational culture question 4 (Employee can develop their skills in order to increase their chances of being promoted.)
CULT5	Organizational culture question 5 (Employees can rotate jobs to develop their skills.)
CULT6	Organizational culture question 6 (I am able to apply new skills in my work.)
CULT7	Organizational culture question 7 (I estimate my salary as being fair internally.)
CULT8	Organizational culture question 8 (My salary is fair in comparison with what is offered for a similar job elsewhere.)
CULT9	Organizational culture question 9 (In my increases and/or bonus I received in the last two years adequately reflect my recent performance evaluations.)
JE-WKA	Average value of JE-WK1 to JE-WK6
CMTA	Average value of JE-WK1 to CMT1 to CMT2
STAYA	Average value of STAY1 to STAY4
CULTA	Average value of CULT1 TO CULT9

Appendix H

FEEDBACK OF 100 RESPONDENTS TO THE QUESTIONNAIRE

NO	Gender	Salary	Age	Retail_se	Age_ran	JE_WK1	JE_WK2	JE_WK3	JE_WK4	JE_WK5	JE_WK6	CMT1	CMT2	CMT3	STAY1	STAY2	STAY3	STAY4	CULT01	CULT02	CULT03	CULT04	CULT05	CULT06	CULT07	CULT08	CULT09
1	F	A	37	6.5	C	5	5	1	6	5	4	5	5	5	5	5	5	5	3	3	3	3	3	5	2	3	3
2	F	C	40	4	D	6	5	6	5	6	7	5	4	5	5	7	2	2	3	3	2	4	3	3	4		
3	F	C	40	20	D	6	7	6	4	4	4	6	5	7	4	6	5	7	4	5	4	5	4	5	4	4	5
4	F	C	44	16	D	6	5	6	5	6	7	5	4	5	5	7	4	4	5	5	4	6	5	5	6		
5	F	A	41	3.25	D	1	3	1	7	3	7	7	7	7	7	3	7	7	7	7	7	7	7	7	7	7	7
6	F	A	34	3.75	C	6	2	1	4	6	5	5	5	6	6	6	6	5	5	4	4	4	5	5	4	4	
7	F	A	47	8	D	6	5	6	5	6	7	5	4	5	5	7	5	7	4	4	5	5	4	6	5	5	6
8	F	A	38	6	C	6	5	1	6	5	5	6	6	6	6	5	4	4	4	5	6	5	5	5	4	5	
9	F	A	32	13	B	6	4	1	7	6	7	7	4	7	7	3	5	5	5	7	6	5	1	1	7	6	7
10	F	A	23	2	A	2	4	1	6	6	6	5	5	5	6	4	4	5	7	7	7	7	7	7	5	5	5
11	F	A	38	1.23	C	5	5	1	5	4	5	5	4	4	4	4	4	4	5	5	5	4	4	4	4	4	5
12	F	A	48	1.75	D	6	7	6	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
13	F	A	35	0.5	C	6	6	5	6	6	6	6	6	7	6	6	6	6	6	6	4	5	5	5	5	5	
14	F	A	44	1.6	D	1	3	1	5	5	5	7	7	7	7	7	7	7	7	7	6	6	6	7	7	7	
15	F	A	36	3	C	6	5	5	5	6	7	5	7	5	7	4	4	5	5	4	6	5	5	5	4	4	
16	F	A	44	6.5	D	6	5	6	5	4	4	3	5	2	4	4	4	4	2	2	4	3	3	3	3	2	2
17	F	A	29	2	B	7	7	5	6	6	5	5	7	6	6	5	5	5	5	5	5	5	4	5	4	4	
18	F	A	30	2.3	B	6	4	5	6	6	6	5	6	6	6	5	5	4	4	4	5	5	4	4	4	5	
19	F	A	36	3.8	C	1	1	1	7	6	6	6	6	5	5	6	6	6	5	5	5	5	4	4	4	4	
20	F	A	38	10	C	5	5	1	7	6	7	5	5	4	4	5	6	6	6	5	6	6	3	5	3	4	4
21	F	A	28	0.4	B	1	1	1	7	6	7	5	5	4	4	5	6	6	6	5	6	6	3	5	3	4	4
22	F	A	32	0.1	B	1	1	1	4	4	7	7	7	7	7	4	3	3	5	6	7	2	2	4	7	7	7
23	F	A	38	0.5	C	1	1	1	6	6	7	5	7	5	7	4	4	5	5	4	6	5	5	6	5	4	
24	F	A	54	8.5	D	1	1	1	4	4	4	5	5	6	6	4	4	4	4	4	4	4	4	4	4	4	
25	F	C	37	4.25	C	1	1	1	7	7	7	7	7	7	7	7	7	7	6	7	7	7	7	6	7	7	
26	F	B	36	6	C	1	1	1	6	5	4	5	5	5	5	5	5	5	5	5	6	4	5	5	6	6	
27	M	B	28	0.3	B	1	1	1	4	4	4	5	7	5	7	4	4	4	4	4	4	4	4	4	4	4	
28	M	A	29	2	B	1	1	1	5	6	7	5	7	5	7	4	4	5	5	4	6	5	5	6	5	4	5
29	F	C	26	2.5	B	1	1	1	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
30	F	A	35	7	C	1	3	1	7	3	7	7	4	7	7	7	7	7	7	7	7	7	7	6	5	7	
31	F	B	38	1.3	C	1	1	1	4	6	6	6	6	6	5	5	4	4	5	5	4	4	4	5			
32	F	C	33	7.5	C	1	1	1	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	
33	F	B	30	2.5	B	1	1	1	6	5	5	6	6	5	4	4	4	5	6	5	5	4	5	5	4		
34	F	B	40	9	D	5	3	1	7	6	7	7	3	5	5	5	7	6	5	1	1	7	6	7	7	7	6
35	F	A	37	5	C	1	1	1	6	6	6	4	4	5	7	7	7	7	7	5	5	5	7	7	7		
36	M	C	34	17.5	C	5	5	1	5	4	5	5	4	4	4	4	4	5	5	5	4	4	4	4	5		
37	F	B	34	6.25	C	5	4	3	4	4	4	6	5	7	4	5	5	4	5	4	5	4	4	5			
38	F	A	25	8	A	7	7	5	6	6	6	6	6	6	7	6	6	6	6	6	6	4	5	5	5	5	
39	F	B	30	8	B	4	3	2	5	5	7	7	7	7	7	7	7	7	7	6	6	6	7	7	7		
40	F	C	34	5.3	C	2	4	1	5	6	7	6	6	5	6	5	6	5	5	4	6	5	5	6	5	4	
41	F	A	40	16.5	D	5	4	3	4	5	4	5	4	4	5	5	4	4	4	5	5	4	4	4	4		
42	F	A	36	0.1	C	7	7	5	6	6	7	6	6	7	6	6	6	7	6	6	7	7	6	5	6	6	6
43	F	A	28	8	B	4	3	2	4	3	3	4	3	3	4	4	3	3	4	3	4	4	3	3	3		
44	F	D	23	8	A	2	4	1	7	6	6	5	6	5	6	6	5	5	5	6	6	5	5	5	4	5	
45	F	C	40	5	D	2	1	1	1	1	1	2	2	1	1	1	3	3	3	2	2	2	1	1	1		
46	F	D	40	10	D	3	3	1	2	3	2	2	2	3	3	3	3	2	3	3	4	4	3	3	4	3	3
47	F	C	40	0.1	D	1	2	1	2	2	2	1	1	1	1	1	1	1	2	1	1	2	2	2	2		
48	F	B	45	5	D	6	5	6	5	6	7	5	4	5	5	7	1	7	4	4	5	5	4	6	5	5	6
49	F	C	31	8	B	6	5	7	5	6	6	5	5	5	6	7	5	5	5	6	6	6	6	6	5		
50	F	B	28	3.5	B	4	3	2	4	4	4	4	4	3	3	4	3	3	3	4	4	3	3	4	4	4	3
52	F	A	40	0.25	D	6	7	7	7	6	6	7	7	6	6	6	5	6	5	5	5	6	5	6	6	7	
53	F	B	34	10.7	C	6	7	6	6	7	7	7	6	7	5	5	6	6	5	5	6	5	5	5	5		
54	F	A	34	7.9	C	6	6	5	5	6	6	6	5	6	4	4	4	4	6	6	6	6	6	6	5	6	
55	F	D	32	6.8	B	1	3	1	7	3	7	3	3	3	4	4	4	4	7	7	7	7	7	6	5	7	
56	F	B	41	12.5	D	2	2	2	4	6	6	5	5	6	3	3	3	3	4	4	5	5	4	4	4	5	
57	F	A	38	2.5	C	2	2	2	7	7	5	4	5	3	5	3	5	7	7	7	7	7	7	7	7	7	
58	F	B	39	5	C	2	2	2	6	5	5	6	6	5	5	5	5	6	5	5	5	4	5	5	4	6	
59	F	B	30	4.7	B	5	3	2	7	6	7	5	6	1	1	1	1	5	1	1	7	6	7	7	7	6	
60	F	B	35	4	C	2	2	2	6	6	6	4	4	4	4	4	7	7	7	5	5	5	7	7	7		
61	F	B	35	5	C	5	5	1	5	4	5	4	4	3	3	3	3	5	5	4	4	4	4	4	5		
61	F	A	41	15	D	5	5	1	5	4	5	5	4	4	5	4	4	4	5	5	5	4	4	4	4	5	
62	F	A	34	10	C	2	2	2	5	6	7	5	7	5	7	5	5	7	5	4	6	5	5	5	4	5	
63	F	C	27	0.1	B	1	3	2	6	6	6	6	6	6	6	6	6	7	6	6	6	4	5	5	5	5	
64	F	A	36	3	C	1	2	2	5	5	5	7	7	7	7	7	7	7	7	6	6	6	7	7	7		
65	F	A	28	5	B	6	5	6	5	6	6	5	5	7	5	7	7	7	6	5	7	4	4	6	5	5	5
66	F	C	31	3.8	B	5	4	3	4	5	4	5	4	4	3	5	2	4	4	4	4	5	4	4	4		
67	F	C	40	5	D	7	7	5	6	6	7	6	7	7	5	7	6	6	6	6	7	7	6	5	6	6	6
68	F	A	35	0.1	C	4	3	2	4	3	3	4	3	3	5	6	6	4	4	4	3	3	4	4	3	3	3
69	F	A	41	0.1	D	2	4	2	7	6	6	5	6	5	6	6	5	5	5	6	6	6	5	5	5	4	5
70	M	D	24	3	A	2	2	2	1	1	1	2	2	2	5	5	4	4	3	3	3	2	2	1	1	1	
71	F	A	38	4	C	3	3	1	2	3	2	2	2	3	3	3	3	2	3	3	4	4	3	3	4	3	3
72	F	A	30	3.25	B	1	2	1	2	2	2	1	1	1	1	1	1	1	2	1	1	2	2	2	2	2	
73	F	A	25	0.3	A	6	5	6	5	6	7	5	4	5	5	7	5	7	4	4	5	5	4	6	5	5	6
74	F	D	45	10	D	6	5	7	5	6	6	5	5	5	6	7	5	5	5	6	6	6	6	6	5		
75	F	A	33	3	C	4	3	2	4	4	4	4	4	3	3	4	3	3	3	4	4	3	3	4	4	4	3
76	F	A	36	3.25	C	5	5	6	6	5	7	6	5	7	5	5	6	6	5	6	5	5	5	6	5	5	
77	F	B	47	5.5	D	6	7	7	7	6	6	7	7	6	7	7	6	7	5	5	6	5	6	6	6	7	
78	M	C	27	0.5	B	6	7	6	6	7	7	7	6	7	7	6	5	5	5	5	5	5	5	5	6		
79	F	C	35	10.7	C	6	6	5	5	6	6	6	5	6	6	6	6	6	6	6	6	6	6	6	5	6	
80	F	B	26	6	B	1	3	1	4	3	4	3	3	2	1	1	1	4	3	1	1	2	2	3	3	3	
81	F	A	35	3.4	C	6	5	5	5	6	6	5	5	5	6	6	7	5	5	5	4	5	5	5	4		
82	F	B	39	15	C	6	5	6	5	6	7	7	7	5	7	5	7	4	4	5	5	4	5	5	5		
83	F	B	33	3.75	C	7	7	5	6	5	5	6	6	6	6	7	7	7	6	5	6	5	5	5	5	5	
84	F	A	35	0.75	C	6	4	5	5	5	5	7	4	7	6	5	5	5	7	6	5	6	7	6	4	7	
85	F	A	29	2.25	B	1	1	1	1	1	3	5	5	5	1	1	1	1	1	1	1	1	1	1	1	2	
86	F	A	37	3.4	C	3	3	2	4	4	4	5	5	4	4	4	4	4	4	4	4	4	4	4	4		
87	F	B	35	3.3	C	7	6	5	7	7	5	4	4	4	7	7	7	7	6	6	6	6	6	6	6	6	
88	F	B	39	5	C	2	2	1	4	4	4	6	6	3	3	3	3	3	3	3	3	5	3	3	3		
89	M	A	24	0.75	A	6	5	5	5	5	5	7	7	7	5	5	6	5	5	6	5	5	4	5	5		
90	F	B	40	4	D	6	5	6	5	6	6	5	5	6	5	5	6	5	7	4	4	5	5	5	5		
91	F	C	43	13	D	5	4	3	4	5	4	5	4	4	4	5	5	4	4	4	4	5	4	4	4	5	
92	F	A	37	6.5	C	7	7	5	6	6	7	6	6	7	6	6	7	6	6	7	7	6	5	6	6	6	
93	F	C	40	4	D	4	3	2	4	3	3	4	3	3	4	4	3	3	4	4	3	3	4	4	3	3	
94	F	C	40	20	D	2	4	1	7	6	6	5	6	5	6	6	5	5	5	6	6	5	5	5	4	5	
95	F	C	44	16	D	2	1	1	1	1	1	2	2	1	1	1	1	1	3	2	2	2	1	1	1		
96	F	A	41	3.25	D	3	2	1	2	3	2	2	2	3	3	3	3	2	3	3	4	4	3	3	4	3	3
97	F	A	34	3.75	C	1	2	1	2	2	2	1	1	1	1	1	1	1	2	1	1	2	2	2	2	2	
98	F	A	47	8	D	5	5	6	5	6	7	5	4	5	5	7	5	7	4	4	5	5	4	6	5	5	6
99	F	A	38	6	C	6	5	7	5	6	6	5	5	5	6	6	7	5	5	5	5	6	6	6	6	5	
100	F	A	32	13	B	3	3	2	4	4	4	4	4	3	3	4	3	2	3	4	3	3	3	4	4	4	3

Appendix I
TESTING FOR UNIVARIATE OF QUESTIONNAIRE DATA

ZJB_WK1	ZJB_WK2	ZJB_WK3	ZJB_WK4	ZJB_WK5	ZJB_WK6	ZCMT1	ZCMT2	ZCMT3	ZSTAY1	ZSTAY2	ZSTAY3	ZSTAY4	ZCULT01	ZCULT02	ZCULT03	ZCULT04	ZCULT05	ZCULT06	ZCULT07	ZCULT08	ZCULT09
1.43543	1.18431	0.96520	1.30648	1.38545	-0.16887	-0.75726	-0.58439	-0.61693	1.22974	1.25487	1.40596	1.12417	0.88535	0.87601	0.66725	0.87237	1.10319	0.85285	0.87601	1.01584	0.75220
1.43543	1.70603	0.96520	0.65324	0.70962	0.43425	0.59499	0.68602	0.81187	1.22974	0.66295	0.81273	0.58629	0.88535	0.87601	0.66725	-0.43947	0.40052	0.14214	0.20730	0.33407	0.10375
1.43543	1.70603	0.96520	0.65324	0.70962	1.03737	0.59499	0.68602	1.33128	0.63566	0.66295	0.81273	1.12417	0.88535	0.87601	1.28508	1.52829	1.10319	0.14214	0.87601	1.01584	0.75220
1.43543	1.70603	0.96520	0.65324	0.70962	1.03737	0.59499	1.32123	1.33128	0.04159	1.25487	0.81273	0.58629	0.88535	0.87601	1.28508	1.52829	1.10319	0.14214	0.87601	1.01584	0.75220
1.43543	1.70603	0.96520	0.65324	0.03379	-0.16887	0.59499	0.68602	0.68187	0.63566	1.25487	1.40596	1.12417	0.88535	0.20730	0.04943	0.87237	0.40052	0.14214	0.20730	0.33407	0.10375
1.43543	1.70603	0.96520	0.65324	0.70962	1.03737	0.59499	1.32123	0.68187	1.22974	0.66295	0.81273	1.12417	0.88535	0.87601	1.28508	1.52829	1.10319	0.85285	0.87601	1.01584	0.75220
1.43543	1.70603	0.96520	0.65324	0.70962	-0.16887	-0.08114	1.32123	0.68187	0.63566	1.22974	0.07103	0.21950	0.04841	0.18822	0.20730	0.04943	0.21645	-0.30215	0.14214	0.20730	-0.34770	-0.54470
0.97974	1.18431	0.96520	0.65324	0.70962	0.43425	0.59499	0.68602	0.81187	1.22974	0.66295	0.81273	0.58629	0.88535	0.87601	0.66725	-0.43947	0.40052	0.14214	0.20730	0.33407	0.10375
0.97974	0.66259	1.42701	0.00000	0.70962	0.43425	0.59499	0.05082	0.03247	1.22974	1.25487	1.40596	1.12417	0.88535	0.20730	1.28508	-0.43947	-0.30215	0.85285	0.20730	0.33407	0.10375
0.97974	0.66259	1.42701	0.00000	0.70962	0.43425	0.59499	0.05082	0.03247	0.63566	0.07103	0.81273	0.04841	0.88535	0.87601	0.66725	0.87237	1.10319	0.85285	0.20730	0.33407	0.75220
0.97974	1.18431	0.96520	0.00000	0.70962	0.43425	0.59499	0.05082	0.68187	-0.55249	-0.52089	-0.37374	-0.48947	0.88535	0.87601	0.66725	0.87237	1.10319	0.85285	0.20730	0.33407	0.75220
0.97974	1.18431	0.96520	0.00000	0.70962	0.43425	0.59499	0.05082	0.68187	0.63566	0.66295	0.81273	0.58629	0.88535	0.87601	0.66725	0.87237	1.10319	0.85285	0.20730	0.33407	0.75220
0.97974	1.70603	1.88883	1.30648	0.70962	0.43425	1.27112	1.32123	0.68187	1.22974	1.25487	0.21950	0.58629	0.18822	0.20730	0.04943	0.87237	0.40052	0.85285	0.87601	1.01584	1.40066
0.97974	1.70603	1.88883	1.30648	0.70962	0.43425	1.27112	1.32123	0.68187	1.22974	1.25487	0.81273	1.12417	0.18822	0.20730	0.04943	0.87237	0.40052	0.85285	0.87601	1.01584	1.40066
0.97974	0.14087	-0.88207	1.30648	0.70962	1.03737	1.27112	-0.58439	1.33128	1.22974	-1.11281	0.21950	0.04841	0.18822	1.54472	0.66725	0.21645	-2.41015	-2.70068	1.54472	1.01584	1.40066
0.97974	1.70603	1.42701	0.65324	1.38545	1.03737	1.27112	0.68602	1.33128	0.04159	1.25487	1.40596	0.58629	0.18822	0.87601	0.04943	0.21645	1.10319	0.14214	0.20730	0.33407	0.10375
0.97974	1.70603	1.42701	0.65324	1.38545	1.03737	1.27112	0.68602	1.33128	1.22974	0.66295	1.40596	0.58629	0.18822	0.87601	0.04943	0.21645	1.10319	0.14214	0.20730	0.33407	0.75220
0.97974	0.66259	1.88883	0.00000	0.70962	0.43425	0.59499	0.05082	0.03247	0.04159	0.66295	0.66295	0.81273	1.12417	0.18822	0.20730	0.04943	0.21645	1.10319	0.85285	0.87601	1.01584	1.40066
0.97974	0.66259	1.88883	0.00000	0.70962	0.43425	0.59499	0.05082	0.03247	0.04159	0.66295	0.81273	1.12417	0.18822	0.20730	0.04943	0.21645	1.10319	0.85285	0.87601	1.01584	0.10375
0.97974	0.96520	0.00000	0.70962	1.03737	-0.08114	1.32123	0.03247	1.22974	-0.52089	-0.37374	0.00841	0.18822	-0.46141	0.66725	0.21645	0.40052	0.85285	0.20730	-0.34770	-0.54470
0.97974	0.66259	0.96520	0.00000	0.70962	1.03737	-0.08114	0.05082	0.03247	0.63566	0.66295	0.81273	1.12417	0.18822	0.20730	0.04943	0.21645	1.10319	0.85285	0.20730	0.33407	0.75220
0.97974	0.66259	0.00000	0.03379	-0.16887	1.27112	1.32123	1.33128	0.04159	0.07103	0.21950	0.58629	0.18822	0.20730	0.66725	0.04052	-0.16414	-0.56856	0.20730	0.33407	-0.54470
0.97974	0.14087	0.96520	0.00000	0.03379	-0.16887	1.27112	-0.58439	1.33128	1.22974	0.66295	0.21950	0.04841	0.18822	1.54472	0.66725	0.21645	1.10319	0.14214	1.54472	1.01584	1.40066
0.97974	-0.90258	-0.88207	-0.65324	0.70962	0.43425	-0.08114	0.05082	0.03247	0.63566	0.66295	0.81273	0.58629	0.18822	0.20730	-0.56840	-0.43947	-0.30215	0.14214	0.20730	-0.34770	-0.54470
0.97974	0.14087	0.96520	0.65324	0.70962	0.43425	-0.08114	0.68602	0.68187	0.63566	0.07103	0.21950	-0.48947	-0.50890	-0.46141	0.04943	0.21645	-0.30215	-0.56856	-0.46141	-0.34770	0.10375
0.97974	0.66259	-0.88207	0.65324	0.03379	-0.16887	0.59499	0.68602	0.68187	0.63566	0.66295	0.21950	-0.48947	-0.50890	-0.46141	0.04943	0.87237	0.40052	0.14214	0.20730	-0.34770	0.10375
0.97974	0.66259	1.42701	0.00000	0.70962	1.03737	-0.08114	-0.58439	0.03247	0.04159	1.25487	0.21950	1.12417	-0.50890	-0.46141	0.04943	0.21645	-0.30215	0.85285	0.20730	0.33407	0.75220
0.97974	0.66259	1.42701	0.00000	0.70962	1.03737	-0.08114	-0.58439	0.03247	0.04159	1.25487	0.21950	1.12417	-0.50890	-0.46141	0.04943	0.21645	-0.30215	0.85285	0.20730	0.33407	0.75220
0.97974	0.66259	1.42701	0.00000	0.70962	1.03737	-0.08114	-0.58439	0.03247	0.04159	1.25487	-2.15343	1.12417	-0.50890	-0.46141	0.04943	0.21645	-0.30215	0.85285	0.20730	0.33407	0.75220
0.97974	0.66259	1.42701	0.00000	0.70962	1.03737	-0.08114	-0.58439	0.03247	0.04159	1.25487	0.21950	1.12417	-0.50890	-0.46141	0.04943	0.21645	-0.30215	0.85285	0.20730	0.33407	0.75220
0.97974	0.66259	1.42701	0.00000	0.70962	1.03737	1.27112	1.32123	1.33128	0.04159	1.25487	0.21950	1.12417	-0.50890	-0.46141	0.04943	0.21645	-0.30215	0.85285	0.20730	0.33407	0.75220
0.97974	1.70603	1.42701	-0.65324	-0.64204	-0.77200	0.59499	0.05082	1.33128	-0.55249	0.66295	0.21950	1.12417	-0.50890	0.20730	0.21645	-0.30215	0.14214	-0.46141	-0.34770	0.10375
0.97974	1.70603	1.42701	-0.65324	-0.64204	-0.77200	-0.75726	-0.58439	-0.61693	-0.55249	-0.52089	-0.37374	-0.48947	-0.50890	-0.46141	-0.56840	-0.43947	-0.30215	-0.56856	-0.46141	-0.34770	-0.54470
0.97974	0.66259	1.42701	0.00000	0.70962	1.03737	-0.08114	-0.58439	0.03247	0.04159	1.25487	0.21950	1.12417	1.12417	-1.79883	-1.18623	-1.09538	-1.09538	-1.00481	-1.27927	-1.13012	-1.71124	-0.54470
0.97974	0.66259	1.42701	0.00000	-0.64204	-0.77200	-1.43339	0.05082	-1.91574	-0.55249	-0.52089	-0.37374	-0.48947	-1.90315	-1.79883	-1.79883	-0.56840	-1.09538	-1.00481	-1.27927	-1.13012	-1.71124	-1.84160
0.52405	0.66259	-0.88207	0.65324	0.70962	1.03737	-0.08114	0.05082	-0.61693	0.04159	0.07103	0.81273	0.58629	0.88535	0.20730	0.66725	0.87237	-1.00481	0.14214	-1.13012	-0.34770	0.10375
0.52405	-0.38086	-0.42025	1.30648	0.70962	1.03737	-0.08114	0.68602	1.33128	-2.33473	-2.29665	-2.15343	-2.10310	0.18822	-2.46754	-2.42188	1.52829	1.10319	1.56355	1.54472	1.69761	0.75220
0.52405	-0.38086	-0.88207	1.30648	0.70962	1.03737	1.27112	-1.21960	0.03247	0.04159	0.07103	1.40596	0.58629	0.18822	-2.46754	-2.42188	1.52829	1.10319	1.56355	1.54472	1.69761	0.75220
0.52405	0.66259	1.42701	0.65324	0.03379	1.03737	0.59499	0.05082	1.33128	0.04159	0.07103	0.21950	0.58629	0.18822	0.87601	0.04943	0.87237	0.40052	0.85285	0.87601	0.33407	0.75220
0.52405	0.66259	-0.88207	0.00000	-0.64204	-0.16887	-0.08114	-0.58439	-0.61693	-0.55249	-0.52089	-0.37374	-0.48947	0.18822	0.20730	0.04943	-0.43947	-0.30215	-0.56856	-0.46141	-0.34770	0.10375
0.52405	0.66259	-0.88207	0.00000	-0.64204	-0.16887	-0.08114	-0.58439	-0.61693	0.04159	-0.52089	-0.37374	-0.48947	0.18822	0.20730	0.04943	-0.43947	-0.30215	-0.56856	-0.46141	-0.34770	0.10375
0.52405	0.66259	-0.88207	0.00000	-0.64204	-0.16887	-0.08114	-0.58439	-0.61693	-1.14657	0.04159	-0.52089	-0.37374	0.18822	0.20730	0.04943	-0.43947	-0.30215	-0.56856	-0.46141	-0.34770	0.10375
0.52405	0.14087	0.04156	-0.65324	-0.64204	-0.77200	-0.75726	0.68602	0.03247	1.22974	0.52089	1.25487	0.21950	-0.48947	0.18822	-0.46141	0.04943	-0.43947	-0.30215	0.14214	-0.46141	-0.34770	0.10375
0.52405	0.66259	1.42701	0.00000	0.70962	1.03737	-0.08114	-0.58439	0.03247	0.04159	1.25487	0.21950	1.12417	-0.50890	-0.46141	0.04943	0.21645	-0.30215	0.85285	0.20730	0.33407	0.75220
0.52405	0.14087	0.04156	-0.65324	0.03379	-0.77200	-0.08114	-0.58439	-0.61693	-0.55249	0.07103	-1.56020	-0.48947	-0.50890	-0.46141	-0.56840	0.21645	0.40052	-0.56856	-0.46141	-0.34770	-0.54470
0.52405	0.14087	0.04156	-0.65324	0.03379	-0.77200	-0.08114	-0.58439	-0.61693	-1.14657	0.07103	-1.56020	-0.48947	-0.50890	-0.46141	-0.56840	0.21645	0.40052	-0.56856	-0.46141	-0.34770	-0.54470
0.52405	0.14087	0.04156	-0.65324	-0.77200	-0.08114	0.05082	-0.54249	0.04159	0.07103	0.21950	0.04841	-1.20603	-1.13012	-1.18623	-1.09538	-1.00481	0.14214	-1.79883	-1.02947	-1.19315
0.06835	-0.38086	-0.42025	0.00000	-0.16887	1.27112	1.32123	1.33128	1.22974	1.12417	1.58248	1.54472	1.28508	0.87237	1.10319	0.85285	1.54472	1.69761	1.40066
0.06835	-0.38086	-0.42025	-0.65324	-1.31787	-1.37512	-0.75726	-1.21960	-1.26634	-0.55249	-0.52089	-0.96697	-1.02735	-0.50890	-0.46141	-1.18623	-1.09538	-0.30215	-0.56856	-1.13012	-1.02947	-1.19315
0.06835	-0.38086	-0.42025	-0.65324	-1.31787	-1.37512	-0.75726	-1.21960	-1.26634	0.04159	0.66295	0.81273	0.58629	-0.50890	-0.46141	-1.18623	-1.09538	-0.30215	-0.56856	-1.13012	-1.02947	-1.19315
0.06835	-0.38086	-0.42025	-0.65324	-0.64204	-0.77200	-0.75726	-0.58439	-1.26634	-1.14657	-0.52089	-0.96697	-1.02735	-1.20603	-0.46141	-0.56840	-1.09538	-1.00481	-0.56856	-0.46141	-0.34770	-1.19315
0.06835	-0.38086	-0.42025	-0.65324	-0.64204	-0.77200	-0.75726	0.05082	0.03247	-0.54249	-0.52089	-0.37374	-0.48947	-0.50890	-0.46141	-1.18623	-1.09538	-1.00481	-0.56856	-0.46141	-0.34770	-1.19315
-0.38734	-0.38086	-0.42025	-0.65324	-0.64204	-0.77200	-0.75726	-0.58439	-1.26634	-1.14657	-0.52089	-0.37374	-0.48947	-0.50890	-0.46141	-1.18623	-1.09538	-1.00481	-0.56856	-0.46141	-0.34770	-1.19315
-0.38734	-0.38086	-0.88207	-1.95972	-1.31787	-1.97824	-2.10952	-1.85481	-1.26634	-1.14657	-1.11281	-0.96697	-1.56023	-1.20603	-0.46141	-1.18623	-1.09538	-1.00481	-1.27927	-0.46141	-1.02947	-1.19315
-0.38734	-0.38086	-0.88207	-1.95972	-1.31787	-1.97824	-2.10952	-1.85481	-1.26634	-1.14657	-1.11281	-0.96697	-1.56023	-1.20603	-1.13012	-1.18623	-1.09538	-1.00481	-1.27927	-0.46141	-1.02947	-1.19315
-0.38734	-0.90258	-0.88207	-1.95972	-1.31787	-1.97824	-2.10952	-1.85481	-1.26634	-1.14657	-1.11281	-0.96697	-1.56023	-1.20603	-1.13012	-0.46141	-0.56840	-1.00481	-1.27927	-0.46141	-1.02947	-1.19315
-0.84303	-0.90258	-0.42025	1.30648	1.38545	1.03737	-0.08114	-0.58439	0.03247	-1.14657	0.07103	-0.96697	0.04841	1.58248	1.54472	1.28508	1.52829	1.80585	1.56355	1.54472	1.69761	1.40066
-0.84303	-0.90258	-0.42025	0.65324	0.70962	0.43425	0.59499	-0.58439	-0.61693	-0.55249	-0.52089	-0.37374	-0.48947	1.58248	1.54472	1.28508	0.21645	0.40052	0.14214	1.54472	1.69761	0.10375
-0.84303	0.14087	-0.88207	0.65324	0.70962	0.43425	-0.08114	0.05082	0.03247	0.63566	-0.52089	-0.37374	0.04841	1.58248	1.54472	1.28508	1.52829	1.80585	1.56355	0.20730	0.33407	0.10375
-0.84303	-0.90258	-0.42025	0.00000	-0.16887	0.59499	0.68602	0.68187	0.04159	0.66295	0.21950	0.04841	0.88535	0.87601	0.66725	0.87237	0.40052	0.14214	0.20730	-0.34770	0.75220
-0.84303	0.14087	-0.88207	1.30648	0.70962	0.43425	-0.08114	0.68602	0.03247	0.63566	0.66295	0.21950	0.04841	0.18822	0.87601	0.66725	0.87237	0.40052	0.14214	0.20730	-0.34770	0.10375
-0.84303	0.14087	-0.88207	1.30648	0.70962	0.43425	-0.08114	0.68602	0.03247	0.63566	0.66295	0.21950	0.04841	0.18822	0.87601	0.66725	0.87237	0.40052	0.14214	0.20730	-0.34770	0.10375
-0.84303	-0.90258	-0.42025	0.00000	0.70962	1.03737	1.32123	0.03247	0.04159	0.21950	1.12417	0.18822	-0.46141	0.66725	0.21645	0.40052	0.85285	0.20730	-0.34770	0.10375
-0.84303	0.14087	-0.42025	0.00000	0.70962	1.03737	0.59499	0.68602	0.03247	0.63566	0.07103	0.81273	0.04841	0.18822	-0.46141	0.66725	0.21645	0.40052	0.85285	0.20730	-0.34770	0.10375
-0.84303	-0.90258	-0.42025	-0.65324	-0.64204	-0.77200	0.59499	0.68602	0.68187	-1.14657	-1.11281	-0.96697	-1.02735	-0.50890	-0.46141	-0.30215	-1.27927	-1.13012	-1.02947	-1.19315
-0.84303	-0.90258	-0.42025	-2.61297	-2.58136	-2.10952	-1.85481	-1.91574	-2.33473	-2.29665	-2.15343	-2.10310	-1.20603	-1.13012	-1.18623	-1.75130	-1.70748	-1.98997	-2.46754	-2.39301	-2.49005
-0.84303	-1.42430	-0.88207	-2.61297	-2.66953	-2.58136	-2.10952	-1.85481	-1.91574	-1.74065	-2.33473	-2.15343	-2.10310	-1.20603	-1.13012	-1.18623	-1.75130	-1.70748	-1.98997	-2.46754	-2.39301	-2.49005
-1.29872	-0.38086	-0.88207	1.30648	-1.31787	1.03737	1.27112	1.32123	1.33128	1.22974	-1.11281	1.40596	1.12417	1.58248	1.54472	1.28508	1.52829	1.80585	1.56355	1.54472	1.69761	1.40066
-1.29872	-0.38086	-0.88207	1.30648	-1.31787	1.03737	1.27112	-0.58439	1.33128	1.22974	1.25487	1.40596	1.12417	1.58248	1.54472	1.28508	1.52829	1.80585	0.87601	0.33407	1.40066
-1.29872	-0.38086	-0.88207	1.30648	-1.31787	1.03737	-1.43339	-1.21960	-1.26634	-0.55249	-0.52089	-0.37374	-0.48947	1.58248	1.54472	1.28508	1.52829	1.80585	1.56355	0.87601	0.33407	1.40066
-1.29872	-1.42430	-0.88207	1.30648	1.38545	1.03737	1.27112	1.32123	1.33128	1.22974	1.25487	1.40596	1.12417	1.58248	1.54472	1.28508	1.52829	1.80585	1.56355	1.54472	1.69761	1.40066
-1.29872	-1.42430	-0.42025	0.65324	0.70962	0.43425	0.59499	-0.58439	-0.61693	0.04159	1.25487	1.40596	1.12417	1.58248	1.54472	1.28508	0.21645	0.40052	0.14214	1.54472	1.69761	1.40066
-1.29872	-0.90258	-0.42025	0.00000	0.03379	-0.16887	1.27112	1.32123	1.33128	1.22974	1.25487	1.40596	1.12417	1.58248	1.54472	1.28508	0.87237	1.10319	0.85285	1.54472	1.69761	1.40066
-1.29872	-1.42430	-0.88207	0.65324	0.70962	0.43425	0.59499	0.68602	0.03247	0.04159	0.07103	0.81273	0.58629	0.88535	0.20730	0.66725	0.21645	-0.30215	0.14214	-0.46141	-0.34770	-0.54470
-1.29872	-1.42430	-0.88207	1.30648	0.70962	1.03737	-0.08114	0.05082	-0.61693	-0.55249	0.07103	0.81273	0.58629	0.88535	0.20730	0.66725	0.87237	-1.00481	0.14214	-1.13012	-0.34770	-0.54470
-1.29872	-1.42430	-0.88207	1.38545	1.03737	1.27112	1.32123	1.33128	1.22974	1.25487	1.40596	0.88535	1.54472	1.28508	1.52829	1.56355	0.87601	1.69761	1.40066
-1.29872	-0.38086	-0.42025	0.65324	0.70962	0.43425	0.59499	0.68602	0.68187	0.63566	0.66295	0.81273	1.12417	0.88535	0.87601	0.66725	-0.43947	0.40052	0.14214	0.20730	0.33407	0.75220
-1.29872	-1.42430	-0.88207	0.65324	0.00000	-0.16887	0.59499	0.68602	0.03247	-0.55249	-0.52089	-0.37374	0.04841	0.88535	0.20730	0.66725	0.21645	-0.30215	0.14214	0.20730	-0.34770	0.75220
-1.29872	-1.42430	-0.88207	0.65324	0.03379	-0.77200	-0.08114	0.05082	0.03247	0.04159	0.07103	0.21950	0.04841	0.18822	-0.46141	0.66725	0.21645	0.40052	0.85285	0.87601	-0.34770	0.10375
-1.29872	-1.42430	0.00000	0.70962	1.03737	-0.08114	1.32123	0.03247	1.22974	-0.52089	-0.37374	0.04841	0.18822	-0.46141	0.66725	0.21645	0.40052	0.85285	0.20730	-0.34770	0.10375
-1.29872	-1.42430	-0.88207	-0.65324	-0.64204	-0.77200	-0.08114	1.32123	0.03247	1.22974	-0.52089	-0.37374	0.04841	-0.96697	-1.02735	-1.75130	1.28508	-1.75130	-1.70748	-1.98997	1.54472	1.69761	1.40066
-1.29872	-0.38086	-0.88207	-0.65324	-1.31787	-0.77200	-1.43339	-1.21960	-1.26634	-1.74065	-2.29665	-2.15343	-2.10310	-0.50890	-1.13012	-2.42188	-2.40722	-1.70748	-1.98997	-1.79883	-1.02947	-1.19315
-1.29872	-1.42430	-0.88207	-0.65324	-0.64204	-0.77200	-0.08114	1.32123	0.03247	1.22974	-0.52089	-0.37374	-0.48947	-0.50890	-0.46141	-0.56840	-0.43947	-0.30215	-0.56856	-0.46141	-0.34770	-0.54470
-1.29872	-1.42430	-0.88207	-0.65324	0.70962	0.43425	0.59499	0.68602	0.68187	-0.55249	-0.52089	0.07103	0.21950	-0.48947	-0.50890	-0.46141	0.04943	0.21645	-0.30215	-0.56856	-0.46141	-0.34770	0.10375
-1.29872	-0.90258	-0.88207	-1.95972	-1.99370	-1.97824	-2.78564	-2.49001	-2.56514	-2.33473	-2.29665	-2.15343	-2.10310	-2.60028	-1.79883	-2.42188	-2.40722	-1.70748	-1.98997	-1.79883	-1.71124	-1.84160
-1.29872	-0.90258	-0.88207	-1.95972	-1.99370	-1.97824	-2.78564	-2.49001	-2.56514	-2.33473	-2.29665	-2.15343	-2.10310	-2.60028	-1.79883	-2.42188	-2.40722	-1.70748	-1.98997	-1.79883	-1.71124	-1.84160
-1.29872	-1.42430	-0.88207	-2.61297	-2.66953	-1.37512	-0.08114	0.05082	0.03247	-2.33473	-2.29665	-2.15343	-2.10310	-2.60028	-2.46754	-2.42188	-2.40722	-2.41015	-2.70068	-2.46754	-2.39301	-1.84160

Appendix J
TESTING FOR MULTIVARIATE OF QUESTIONNAIRE DATA

ZJE_WKA	ZCMTA	ZSTAYA	ZCULTA	MAH_1	Probability_MD	Outliers
-2.31767	-0.01336	-2.40263	-2.71242	18.56203	0.00034	1
-0.25446	-1.34906	-0.55918	1.77092	17.22554	0.00064	1
-0.94220	1.32235	1.28427	1.77092	8.90866	0.03053	0
-0.94220	1.32235	1.28427	1.77092	8.90866	0.03053	0
-0.94320	0.65449	-1.17366	-1.21798	7.28712	0.06329	0
-1.62994	-2.68477	-2.40263	-1.96520	7.22995	0.06492	0
-1.62994	-2.68477	-2.40263	-1.96520	7.22995	0.06492	0
-1.62994	-2.68477	-2.40263	-1.96520	7.22995	0.06492	0
1.12101	-0.68121	1.28427	1.02370	6.89840	0.07521	0
0.43327	-0.01336	-0.55918	1.77092	6.48447	0.09028	0
1.12101	-0.01336	0.66979	-1.21798	6.38167	0.09445	0
-2.31767	-2.01691	-2.40263	-1.96520	6.28494	0.09854	0
-2.31767	-2.01691	-2.40263	-1.96520	6.28494	0.09854	0
-0.94220	1.32235	-0.55918	0.27647	6.12962	0.10547	0
-0.25446	1.32235	0.66979	1.77092	5.52458	0.13718	0
-0.25446	1.32235	1.28427	1.77092	5.52458	0.13718	0
-0.25446	1.32235	1.28427	1.77092	5.52458	0.13718	0
-0.25446	1.32235	1.28427	1.77092	5.52458	0.13718	0
-0.25446	0.65449	1.28427	1.77092	5.45235	0.14152	0
1.80875	1.32235	0.66979	0.27647	5.12361	0.16297	0
1.80875	1.32235	1.28427	0.27647	5.12361	0.16297	0
-1.62994	-2.01691	0.05530	-1.96520	4.81309	0.18601	0
-1.62994	-2.01691	-1.17366	-1.21798	4.65712	0.19870	0
-1.62994	-2.01691	-1.17366	-1.21798	4.65712	0.19870	0
-1.62994	-2.01691	-1.17366	-1.21798	4.65712	0.19870	0
0.43327	-1.34906	-0.55918	-1.21798	4.44469	0.21728	0
-0.94220	0.65449	0.05530	-0.47075	3.90770	0.27160	0
-0.94220	0.65449	0.05530	-0.47075	3.90770	0.27160	0
-0.94220	-1.34906	-2.40263	-1.96520	3.88573	0.27407	0
1.12711	0.65449	0.05530	-0.47075	3.85891	0.27709	0
1.80875	1.32235	0.66979	1.02370	3.45098	0.32718	0
1.80875	1.32235	1.28427	1.02370	3.45098	0.32718	0
1.12101	1.32235	0.66979	0.27647	3.16702	0.36658	0
-0.25446	-0.01336	0.05530	-1.21798	2.99960	0.39169	0
-0.94220	0.65449	-0.55918	0.27647	2.95461	0.39868	0
0.43327	1.32235	0.05530	0.27647	2.68249	0.44321	0
-0.25979	-0.01336	-0.55918	1.02370	2.64423	0.44979	0
-0.25446	-0.01336	0.05530	1.02370	2.64423	0.44979	0
-0.25446	-0.01336	1.28427	1.02370	2.64423	0.44979	0
0.43327	0.65449	0.66979	-0.47075	2.40311	0.49306	0
-0.94220	-1.34906	-0.55918	-1.21798	1.97063	0.57853	0
-0.94220	-1.34906	0.66979	-1.21798	1.97063	0.57853	0
-0.94220	-1.34906	-0.55918	-1.21798	1.97063	0.57853	0
1.12101	1.32235	0.66979	1.02370	1.95664	0.58146	0
1.12101	-0.01336	1.28427	0.27647	1.86945	0.59994	0
1.12101	-0.01336	0.66979	0.27647	1.86945	0.59994	0
1.12101	-0.01336	0.66979	0.27647	1.86945	0.59994	0
1.12101	-0.01336	0.66979	0.27647	1.86945	0.59994	0
1.12101	-0.01336	0.66979	0.27647	1.86945	0.59994	0
1.12101	-0.01336	0.66979	0.27647	1.86945	0.59994	0
1.12101	-0.01336	0.66979	0.27647	1.86945	0.59994	0
1.12101	-0.01336	0.05530	0.27647	1.86945	0.59994	0
1.12101	-0.01336	0.66979	0.27647	1.86945	0.59994	0
1.12101	-0.01336	0.66979	0.27647	1.86945	0.59994	0
-0.94220	-0.01336	0.05530	0.27647	1.77790	0.61976	0
-0.94220	-0.68121	-1.17366	-1.21798	1.74446	0.62709	0
1.12101	0.65449	0.66979	1.02370	1.60558	0.65812	0
1.12101	0.65449	1.28427	1.02370	1.60558	0.65812	0
1.12101	0.65449	-0.55918	1.02370	1.60558	0.65812	0
1.12101	0.65449	0.66979	1.02370	1.60558	0.65812	0
1.12101	0.65449	0.66979	0.27647	1.51908	0.67787	0
1.12101	0.65449	1.28427	0.27647	1.51908	0.67787	0
1.12101	0.65449	0.66979	0.27647	1.51908	0.67787	0
1.12101	0.65449	0.05530	0.27647	1.51908	0.67787	0
1.12101	0.65449	0.05530	0.27647	1.51908	0.67787	0
1.12101	0.65449	0.05530	0.27647	1.51908	0.67787	0
0.43327	-0.68121	-0.55918	-0.47075	1.49034	0.68450	0
-0.94220	-0.01336	-0.55918	-0.47075	1.43411	0.69756	0
-0.94220	-0.01336	0.05530	-0.47075	1.43411	0.69756	0
0.43327	0.65449	0.66979	1.02370	1.07428	0.78329	0
-0.25446	0.65449	0.66979	0.27647	1.00404	0.80028	0
-0.25446	0.65449	0.66979	0.27647	1.00404	0.80028	0
-0.25446	0.65449	0.05530	0.27647	1.00404	0.80028	0
-0.25446	0.65449	0.66979	0.27647	1.00404	0.80028	0
-0.25446	0.65449	0.66979	0.27647	1.00404	0.80028	0
-0.25446	0.65449	0.05530	0.27647	1.00404	0.80028	0
-0.25446	0.65449	0.05530	0.27647	1.00404	0.80028	0
-0.94220	-0.68121	-0.55918	-0.47075	0.95883	0.81121	0
0.43327	0.65449	-2.40263	0.27647	0.52553	0.91325	0
0.43327	0.65449	0.05530	0.27647	0.52553	0.91325	0
0.43327	0.65449	0.05530	0.27647	0.52553	0.91325	0
-0.25446	-0.68121	-0.55918	-0.47075	0.48856	0.92140	0
-0.25446	-0.68121	-0.55918	-0.47075	0.48856	0.92140	0
-0.25446	-0.68121	-1.17366	-0.47075	0.48856	0.92140	0
-0.25446	-0.68121	-0.55918	-0.47075	0.48856	0.92140	0
-0.25446	-0.68121	-0.55918	-0.47075	0.48856	0.92140	0
-0.25446	-0.68121	0.05530	-0.47075	0.48856	0.92140	0
-0.25446	-0.68121	-1.17366	-0.47075	0.48856	0.92140	0
-0.25446	-0.68121	-1.17366	-0.47075	0.48856	0.92140	0
-0.25446	-0.01336	0.05530	-0.47075	0.45481	0.92870	0
-0.25446	-0.01336	0.66979	-0.47075	0.45481	0.92870	0
-0.25446	-0.01336	0.05530	-0.47075	0.45481	0.92870	0
-0.25446	-0.01336	-1.17366	-0.47075	0.45481	0.92870	0
0.43327	-0.01336	0.05530	0.27647	0.36687	0.94700	0
0.43327	-0.01336	0.66979	0.27647	0.36687	0.94700	0
0.43327	-0.01336	0.66979	0.27647	0.36687	0.94700	0
-0.25446	-0.01336	0.05530	0.27647	0.33636	0.95305	0
-0.25446	-0.01336	0.66979	0.27647	0.33636	0.95305	0
-0.25446	-0.01336	0.66979	0.27647	0.33636	0.95305	0

Appendix K

QUESTIONS AND ANSWERS FOR THE 9 INTERVIEWEES

Table 6.2.1 Scripts of interviewees (Question 1)

Question /Interviewee	Response of interviewee
Question 1	Tell me something about current job: your job title, service year in the company and in the industry.
Mary	I have been working the research company since March 2014 and is about one year 9 months from now. I am the salesperson for the watch department. Before I joined the company, I have been in service industry for about 4 years. I worked as sales person in a small boutique for 1 year, then I worked in a watch company as sales person, also at Tsim Sha Tsui, then joined this company.
Joan	I have been working in this company for about 3 years. I am the Senior Salesperson for the company. I work in service industry for about 6 years.
Margaret	I work in this company for about 3 years. I am the salesperson for the company. I work in service industry since this company.
Coco	I work in this company for about 3 years. I am the salesperson for the company. I work in service industry for 7 years.
Ted	I work in this company for about 1 year 4 months. I am the salesperson for the company. I work in service industry for about 2 year.
Jon	I work in this company for about 3 years. I am the senior salesperson for the company. I work in service industry for about 11 years.
Linda	I work in this company for about 1year 3 months. I am the salesperson for the company. I work in service industry for about 3 years.
Sophia	I work in this company for about 2.5 year. I am the salesperson for the company. I work in service industry for about 3 years.
Sandra	I have been working in this company for about 3 years. I am the Senior Salesperson for the watch department. I work in service industry for about 6 years.

Table 6.2.2a. Scripts of interviewees (Question 2a)

Question /Interviewee	Response of interviewee
Question 2a	Would each of the following factors make you stay longer employment in the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? "Like of the members of workgroup"
Mary	Like of the members of workgroup definitely help me stay longer, I have many friends in the company that previously worked together in watch company, good relationship with colleagues helps the daily work, as having these friends in the same company can guarantee the smooth

	working in the company. So the answer of the question is very much (1)
Joan	It is right, especially for a senior. As teamwork is very important for group sales in a department store, like of the members means the collective power you have. (1)
Margaret	Colleagues relationship is important to me and makes me stay. You will feel and work easy in the workplace. (1)
Coco	Working relationship is important and it is the drive of the work. There are a lot of communication during work, and these social communication makes me stay longer. (1)
Ted	Sure. Like of members means you will have many friends. (1)
Jon	Extremely important. More experience can be shared generally in these environment. (1)
Linda	It is vital. I like the environment that everyone like brothers and sisters. (1)
Sophia	Like of the members of workgroup is important because you can easily find friends and working partners. (1)
Sandra	It is right, especially for a senior. You can demonstrate your leadership through these environments. (1)

Table 6.2.2b. Scripts of interviewees (Question 2b)

Question /Interviewee	Response of interviewee
Question 2b	Would each of the following factors make you stay longer employment in the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? "feel good match for the company"
Mary	Feel good match with the company is important to me. I will look the culture of the company, management style and company environment. So the answer is very much (1)
Joan	Mutual matching mutual is basic for long –term employer-employee relationship. (1)
Margaret	Matching my experience and competence is important. (1)
Coco	Matching is important. I have more confident to work longer. (1)
Ted	Yes. Happier to work here for good matching. (1)
Jon	Yes. More easy to adapt. (1)
Linda	It is important. More safe for stable relationship from both employee/employer. (1)
Sophia	It is right. I can contribute more for this environment. (1)
Sandra	Matching mutual is basic for long –term employer-employee relationship. (1)

Table 6.2.2c. Scripts of interviewees (Question 2c)

Question /Interviewee	Response of interviewee
Question 2c	Would each of the following factors make you stay longer employment in the company? Please

217

	comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? "The job utilizes skills and talents well"
Mary	The job utilizes skills and talents well will definitely make me stay longer. It will lead to job satisfaction and the time for the time for customization in the company will be shorter. So the answer is very much (1)
Joan	It is truly the factor for staying longer. Recognized of my talent is important. (1)
Margaret	The time for customization will be shorter. (1)
Coco	It is important. More likely will lead to job satisfaction. (1)
Ted	Sure. Similar skills set required means not much time for adaptation. (1)
Jon	Yes. Recognition is important for new recruitment employee. (1)
Linda	It is important and it facilitates my work. (1)
Sophia	It is right. It is logical to arrive win-win situation for employee-employer. (1)
Sandra	It is truly the factor for staying longer because the best of employee can be utilized.(1)

Table 6.2.2d. Scripts of interviewees (Question 2d)

Question /Interviewee	Response of interviewee
Question 2d	Would each of the following factors make you stay longer employment in the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? "Positive financial condition of the organizational"
Mary	Financial condition of the company is definitely of my major criteria in choosing the company. I don't want to quit the company because of the financial condition of the company. So the answer is very much (1)
Joan	Financial condition of the company is definitely of my major criteria in choosing the company. I don't want to quit the company because of the financial condition of the company. So the answer is very much (1) Well established company is my key in selecting company. High commission and organization culture are important. (1)
Margaret	I do want a well-established company. From my employment history, I stay longer for a financial sound company. (1)
Coco	It is important because it gives confidence to the employee. (1)
Ted	Important but may not be the main factor, so long as it can pay the salary. (2)
Jon	It sounds logical. It can help to retain staff for good financial condition. (2)
Linda	Financial condition of the company is important to my experience. Staff will move if the financial is not sound. (1)
Sophia	Financial condition of the company is important for retention for monetary retention tactics can be used. (1)

Sandra	Well established company is my key in selecting company. The company can pay high commission is important. (1)

Table 6.2.2e. Scripts of interviewees (Question 2e)

Question /Interviewee	Response of interviewee
Question 2e	Would each of the following factors make you stay longer employment in the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? "Any other factors that might be relevant to the question."
Mary	I think Salary and Location are important. Very much (1)
Joan	I can't think of now. (3)
Margaret	Good company environment is recommended. (1)
Coco	Product knowledge is required. (1)
Ted	Company environment. (2)
Jon	Nil
Linda	Nil
Sophia	Office environment and culture. (1)
Sandra	I can't think of now

Table 6.2.3a. Scripts of interviewees (Question 3a)

Question /Interviewee	Response of interviewee
Question 3a	Would each of the following factors make you stay longer employment in the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? "Interaction with co-workers"
Mary	Relation with staff in department is important. (1)
Joan	Relation with staff in department is key. (1)
Margaret	Team work is important for this industry. Relationship with colleagues is important. (1)
Coco	Inter-action with co-workers is not so important, personal talent is more important. (4)
Ted	Sure, it is a teamwork business. (1)
Jon	The industry is depending on the personal techniques and group co-operation. (1)
Linda	It is important, but may not be a vital factor for working condition requirement may be different for different people. (2)
Sophia	It is important for group work. (1)

Sandra	Relation with staff in department is important. (1)

Table 6.2.3b. Scripts of interviewees (Question 3b)

Question /Interviewee	Response of interviewee
Question 3b	Would each of the following factors make you stay longer employment in the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? "involvement in teamwork and committee"
Mary	For teamwork, as said earlier, it is important in the retail sales activities. It is vital to the group result. For committee work, not too many for the present company. This is very important. (1)
Joan	Business teamwork or other group work will make the staff stay longer. It is the obligation for the group/team. (1)
Margaret	Successful teamwork or participating in group work is definitely a key pre-requisite for staying. (1)
Coco	Not related. For participating in a group/team is directly for my own performance. (5)
Ted	Sure. Team/commitment is important for group relationship building. (1)
Jon	Team makes working relationship closer. (1)
Linda	Not sure, no such experience. (3)
Sophia	May be (2)
Sandra	Business teamwork or other group work will make the staff stay longer because of the built relationship.(1)

Table 6.2.3c. Scripts of interviewees (Question 3c)

Question /Interviewee	Response of interviewee
Question 3c	Would each of the following factors make you stay longer employment in the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? "Any other factors that might be relevant to the question."
Mary	I think leadership of the group is important for staying in the company. I had experience that a bad leader would lead to my quitting of the job. For grading is somewhat important. (2)
Joan	Leadership of the group.(1)
Margaret	Group activities (arranged by company or self-started).(2)
Coco	Not related (5)
Ted	Can't think of.
Jon	Nil
Linda	Nil
Sophia	Managerial skill of the group leader. (2)

| Sandra | Leadership of the group.(1) |

Table 6.2.4a. Scripts of interviewees (Question 4a)

Question 4a	Would each of the following factors make you think seriously in quitting the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? "Giving up friendly colleagues, promotion opportunities or perks"
Mary	Giving up friendly colleagues may be a factor causing reconsideration of quitting of a job, but it may not be a vital. It is somewhat important. (2). Not many benefit or promotion opportunities in this company. In fact, all other companies are similar in that. The influence in these respects are undecided. (3)
Joan	Leaving friends is a factor, others mentioned are not. (2)
Margaret	These are important and may not be a strong consideration. (1)
Coco	Not related (5)
Ted	Not the main factors. (3)
Jon	One of the important factors. (2)
Linda	Leaving friends may be a factor, but not vital. (2)
Sophia	Yes for these factors. Friendship is important for group work. (1)
Sandra	Leaving friends may be a factor, but not most important. (2)

Table 6.2.4b. Scripts of interviewees (Question 4b)

Question /Interviewee	Response of interviewee
Question 4b	Would each of the following factors make you think seriously in quitting the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? "Perhaps losing stock options or pension"
Mary	Similar to previous one, not many benefit or promotion opportunities in this company. In fact, all other companies are similar in that. The influence in these respects are undecided. (3)
Joan	N/A(5)
Margaret	Not at all for long-term benefit.(5)
Coco	Not related (5)
Ted	N/A (5)

Jon	N/A (5)
Linda	May not be. (4)
Sophia	Yes (if the company has these benefit - stock & shares) (2)
Sandra	No many benefit in this company. All other companies are similar.(3)

Table 6.2.4c. Scripts of interviewees (Question 4c)

Question /Interviewee	Response of interviewee
Question 4c	Would each of the following factors make you think seriously in quitting the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? "Any other factors that might be relevant to the question."
Mary	I think current salary level (comparing to other company) is most important. (1)
Joan	Money issues.(1)
Margaret	Good incentive scheme.(1)
Coco	No
Ted	Can't think of.
Jon	C&B and seniority (2)
Linda	Nil.
Sophia	Seniority (2)
Sandra	Salary is most important.(1)

Table 6.2.5a. Scripts of interviewees (Question 5a)

Question /Interviewee	Response
Question 5a	Would each of the following factors make you stay longer employment in the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? "suitable weather or general culture"
Mary	The district location and culture will be considered, it is only minor factor, in fact, community concept is not clear for a small place like Hong Kong, but not vital. (2)
Joan	I think it is not related to the job. (3)

Margaret	This item is not so important (4)
Coco	Not so important (4)
Ted	May not be (5)
Jon	N/A (5)
Linda	I don't think it is related to staying. (5)
Sophia	May be (2)
Sandra	District of working is not my concern. (5)

Table 6.2.5b. Scripts of interviewees (Question 5b)

Question /Interviewee	Response
Question 5b	Would each of the following factors make you stay longer employment in the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? "outdoor activities, positive political or religious climates"
Mary	I think this factor is not important to me. (4)
Joan	It is nice to have, but it is not key factor. (2)
Margaret	This term is not important at all(5)
Coco	Not at all (5)
Ted	May not be (5)
Jon	N/A (5)
Linda	I don't think it is related to staying. (5)
Sophia	May be (2)
Sandra	N/A.(5)

Table 6.2.5c. Scripts of interviewees (Question 5c)

Question /Interviewee	Response

Question 5c	Would each of the following factors make you stay longer employment in the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? "positive economic factors of the community"
Mary	It is obvious to me that it is an important factor for job security. (2)
Joan	I don't think it is important(4)
Margaret	This term is not so important (4)
Coco	Not so important (4)
Ted	May not be (5)
Jon	N/A (HK context) (5)
Linda	I don't think it is related to staying. (5)
Sophia	Not sure (3)
Sandra	It is important, but not vital.(2)

Table 6.2.5d. Scripts of interviewees (Question 5d)

Question /Interviewee	Response
Question 5d	Would each of the following factors make you stay longer employment in the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? "Any other factors that might be relevant to the question."
Mary	I think office/shop environment is important for job applicant to consider.(2)
Joan	Nil
Margaret	No idea
Coco	Nil
Ted	Can't think of.
Jon	Nil
Linda	Can't think of
Sophia	Nil
Sandra	Surrounding environment. (2)

Table 6.2.6a. Scripts of interviewees (Question 6a)

Question /Interviewee	Response
Question 6a	Would each of the following factors make you stay longer employment in the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much,

	Somewhat, Undecided, Not really, Not at all) and Why? "Family roots in the community, being married"
Mary	This factor is not important to me.(5)
Joan	This factor is not applicable to staying (5)
Margaret	Nil (5)
Coco	Not at all (5)
Ted	May not be the related factor. (5)
Jon	N/A (5)
Linda	I don't know
Sophia	Nil (5)
Sandra	N/A (5)

Table 6.2.6b. Scripts of interviewees (Question 6b)

Question /Interviewee	Response
Question 6b	Would each of the following factors make you stay longer employment in the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? "own the home s/he lives in"
Mary	It is not important (5)
Joan	It is not important, so long as it is not remote from home. (5)
Margaret	Maybe for convenient (2)
Coco	Not at all (5)
Ted	May not be (5)
Jon	One of the factors considered. (2)
Linda	I don't think it is related to staying. (5)
Sophia	Sounds logical (don't know) (3)
Sandra	Not a prime factor.(2)

Table 6.2.6c. Scripts of interviewees (Question 6c)

Question /Interviewee	Response
Question 6c	Would each of the following factors make you stay longer employment in the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much,

	Somewhat, Undecided, Not really, Not at all) and Why? "close friends living nearby"
Mary	It is not important to me. (5)
Joan	This factor is not applicable to staying (5)
Margaret	This term is not important at all(5)
Coco	Not at all (5)
Ted	May not be (5)
Jon	N/A (5)
Linda	I don't think it is related to staying. (5)
Sophia	N/A (5)
Sandra	Not important(4)

Table 6.2.6d. Scripts of interviewees (Question 6d)

Question /Interviewee	Response
Question 6d	Would each of the following factors make you stay longer employment in the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? "Any other factors that might be relevant to the question."
Mary	Nil
Joan	I had no idea
Margaret	Nil
Coco	Nil
Ted	Can't think of
Jon	N/A (5)
Linda	I don't know
Sophia	Nil
Sandra	Nil

Table 6.2.7a. Scripts of interviewees (Question 7a)

Question /Interviewee	Response
Question 7a	Would each of the following factors make you think seriously in quitting the company? Would each of the following factors make you think seriously in quitting the company? Please

226

	comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? "leaving safe neighborhood"
Mary	I don't think it is important (5)
Joan	This factor is not applicable to staying (5)
Margaret	This term is not important at all. (5)
Coco	N/A (in HK context) (5)
Ted	N/A (5)
Jon	N/A (5)
Linda	I don't think it is related to staying. (5)
Sophia	N/A (5)
Sandra	May be.(2)

Table 6.2.7b. Scripts of interviewees (Question 7b)

Question /Interviewee	Response
Question 7b	Would each of the following factors make you think seriously in quitting the company? Would each of the following factors make you think seriously in quitting the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? "the easy commute"
Mary	It is good, so long as it is close to MTR. (2)
Joan	It is a relevant factor in job selection. (2)
Margaret	It is a relevant factor, but not important as C&B (2)
Coco	OK but not crucial (2)
Ted	It is an important factor as compensation. (1)
Jon	One of the factors considered (2)
Linda	It is good, so long as it is close to MTR. (2)
Sophia	Yes (1)
Sandra	It is relevant. (2)

Table 6.2.7c. Scripts of interviewees (Question 7c)

Question /Interviewee	Response
Question 7c	Would each of the following factors make you think seriously in quitting the company? Would each of the following factors make you think seriously in quitting the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much,

	Somewhat, Undecided, Not really, Not at all) and Why? "respect from community members"
Mary	It is not important.(5)
Joan	This factor is not applicable to staying (5)
Margaret	This term is not important at all(5)
Coco	Not at all (5)
Ted	May not be (5)
Jon	N/A (5)
Linda	I don't think it is related to staying. (5)
Sophia	It is not important. (5)
Sandra	N/A (5)

Table 6.2.7d. Scripts of interviewees (Question 7d)

Question /Interviewee	Response
Question 7d	Would each of the following factors make you think seriously in quitting the company? Would each of the following factors make you think seriously in quitting the company? Please comment each factor on how strong of the influence in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? "Any other factors that might be relevant to the question"
Mary	Nil
Joan	No idea
Margaret	Nil
Coco	Nil
Ted	Can't think of
Jon	Nil
Linda	I don't know
Sophia	Nil
Sandra	Nil

Table 6.2.8. Scripts of interviewees (Question 8)

Question /Interviewee	Response
Question 8	Would "more embedded in your job" make you "more committed to the company culture"? Please comment on the intensity of this relationship in a 5-point Likert scale (Very much,

	Somewhat, Undecided, Not really, Not at all) and Why?
Mary	It sounds logical, I think so. (2)
Joan	I don't know and not certain (3)
Margaret	I think that there may not have relation (5)
Coco	No? (3)
Ted	Can't decide (3)
Jon	No? (3)
Linda	May not be (3)
Sophia	Hard to compare (3)
Sandra	Seems two things (3)

Table 6.2.9. Scripts of interviewees (Question 9)

Question /Interviewee	Response
Question 9	Would "more embedded in your job" make you "more committed to the company"? Please comment on the intensity of this relationship in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why?
Mary	It sounds logical, I think so. (2)
Joan	I don't know and not certain (3)
Margaret	It seems to me that it is two things (5)
Coco	N/A? (3)
Ted	Can't decide (3)
Jon	No? (3)
Linda	I don't know, seems like connected? (3)
Sophia	Hard to compare (3)
Sandra	Agreed. (2)

Table 6.2.10. Scripts of interviewees (Question 10)

Question /Interviewee	Response
Question 10	Would "more committed to the company culture" make you stay longer in the company? Please comment on the intensity of this relationship in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why?

Mary	It sounds logical, I think so. (2)
Joan	I think it is related. (1)
Margaret	I think it is with positive relationship. (1)
Coco	N/A (5)
Ted	Yes. Culture means positive practice of company will help staff staying. (1)
Jon	Yes (1)
Linda	Sure (1)
Sophia	Sure (1)
Sandra	Agreed. (2)

Table 6.2.11. Scripts of interviewees (Question 11)

Question /Interviewee	Response
Question 11	Would "more committed to the company" make you stay longer in the company? Please comment on the intensity of this relationship in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why?
Mary	That is similar to that, when you feel that the company is suitable to you, you will stay longer. Agreed. (1)
Joan	I think it is related. If you think the company is your companion, you will try to work longer. (1)
Margaret	I think it is with positive relationship (1)
Coco	Yes (1)
Ted	Yes (1)
Jon	Yes (1)
Linda	Sure (1)
Sophia	Sure (1)
Sandra	Agreed. (2)

Table 6.2.12. Scripts of interviewees (Question 12)

Question /Interviewee	Response
Question 12	What attractive you to apply the current post in the first place? What relating factors do you think are important in recruitment process?
Mary	I think that money, location and friend's referral are important factors
Joan	It is the good C&B terms
Margaret	The factors are C&B and job nature (1)
Coco	Money issues (1)
Ted	Compensation, job nature and work location (1)
Jon	Money, location, job nature and friends. (1)
Linda	Use my ability and experience and employment terms (1)
Sophia	Ex-colleagues referral (1)
Sandra	Friend recommendation

Table 6.2.13. Scripts of interviewees (Question 13)

Question /Interviewee	Response
Question 13	Do you think "Fair rewards" of the company contributing to the staff retention? Please comment on the intensity of this factor in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? What relating factors in this area do you think of?
Mary	I think this is very important. (1)
Joan	I think it is related.
Margaret	I think it is with positive relationship (1)
Coco	Related to the welfare of staff (1)
Ted	Yes (1)
Jon	Yes, it is crucial (1)
Linda	Very important. (1)
Sophia	Extremely important (1)

Sandra	Very important. (1)

Table 6.2.14. Scripts of interviewees (Question 14)

Question /Interviewee	Response
Question 14	Do you think "Competence Development" of the staff contributing to the staff retention? Please comment on the intensity of this factor in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? What relating factors in this area do you think of?
Mary	Learn product knowledge is important.(1)
Joan	I think it is related
Margaret	Yes, not as important as C&B (2)
Coco	Not so important (4)
Ted	Good, but not so important. (2)
Jon	May be (2)
Linda	May be (2)
Sophia	May be (2)
Sandra	It is important. (2)

Table 6.2.15. Scripts of interviewees (Question 15)

Question /Interviewee	Response
Question 15	Do you think "Empowerment" at work contributing to the staff retention? Please comment on the intensity of this factor in a 5-point Likert scale (Very much, Somewhat, Undecided, Not really, Not at all) and Why? What relating factors do you think of ?
Mary	Empowerment makes the work smoother in retail industry, so the answer is important. (1)
Joan	I think it is related
Margaret	Yes, not as important as C&B (2)
Coco	N/A (5)
Ted	Good, but not so important. (2)

Jon	May be (2)
Linda	I am not sure. (3)
Sophia	May be (2)
Sandra	Empowerment is important for senior sales staff. (2)