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Effect of Workplace Characteristics on Part-Time Apparel Sales Associates' Turnover Intentions

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Abstract *This study focused on the development of a conceptual model of the turnover intention of part-time sales associates in apparel retailing. A convenience sample of 294 college students who were part-time apparel workers was used to test the model. In this proposed model, organizational support and growth opportunity indirectly influenced turnover intention through work engagement, which in turn positively affected work effort, job performance, and job satisfaction. The results also revealed a direct relationship between work/role stress and burnout, which influenced turnover intention. These findings make a unique contribution to the extant literature and enable development of relevant strategies by apparel retailers.*

Key words *Part-time Apparel Workers, Turnover, Workplace Characteristics, Organizational Support, Growth Opportunity, Work/Role Stress*

Introduction

Sales associate turnover has been a problem in apparel retailing. The median rate for part-time retail workers turnover within the U.S. is estimated at 75% annually (Gustafson, 2014). Turnover may be attributed to a range of factors including low wages, inflexible scheduling, and limited opportunities for advancement (Kelly, 2011) as well as the transient nature of employees in part-time service jobs (e.g., college students). Retail managers are concerned with the problem as costs associated with replacing lost employees are high ("How to Reduce", 2009). These costs include expenses for recruiting and training, customer dissatisfaction (Darmon, 1990), decreased profit margin, and poor customer service (Ton & Huckman, 2008).

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This research is part of a larger study on predictors of part-time apparel workers turnover intention and to see our other research for details on another part of the study.

Noh, Johnson, and Koo (2015) examined the effect of personal (i.e., employee) characteristics on part-time sales associates' turnover intention in apparel retailing with college students who were part-time apparel workers. They found that self-efficacy and work competencies indirectly influenced turnover intention through work engagement, which in turn was positively related to work effort. Work effort and work engagement directly influenced job performance, which in turn impacted job satisfaction. They found a negative relationship between job satisfaction and burnout and a positive relationship between burnout and turnover intention.

While the worker brings his or her own personal characteristics to the workplace, these traits are not the sole reason for employee turnover. The retail workplace may also be a contributing factor. Retail workplace characteristics include job resources, growth opportunity, work stress (i.e., work overload, job insecurity), and role stress (i.e., role ambiguity, role conflict). Job resources refer to those physical, social, or organizational aspects of the job that are functional for (1) work goal achievement, (2) job demand reduction with associated physiological and psychological costs, and (3) personal growth and developmental stimulation (Bakker & Demerouti, 2007; Bakker & Demerouti, 2008; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001; Schaufeli & Bakker, 2004). A part-time employee that experiences frustration with the job resources the employer provides to do the job or is working in a position that lacks any opportunity for personal growth may certainly leave that position for another with superior job resources.

Although researchers have provided some information concerning the turnover process in some aspects of retailing, studying the effect of workplace characteristics on part-time sales associates' turnover intentions in apparel retailing makes a unique contribution to the extant literature and enables development of relevant strategies that could reduce the turnover of part-time apparel employees and the associated costs. Specifically, our primary research question was "What factors in the workplace are related to part-time apparel sales associates' turnover intentions?"

Our research goal was to establish and test a conceptual model consisting of both input and outcome variables. According to the Job Demands-Resources (JD-R) Model (Bakker, Demerouti, De Beor, & Schaufeli, 2003; Demerouti et al., 2001), job demands as one of two main categories of work characteristics, are antecedents to burnout whereas job resources are antecedents of work engagement and consequently organizational commitment. Compared to the JD-R model, in our model, both work engagement and work effort are examined as antecedents to burnout and consequently turnover intention (see Figure 1).

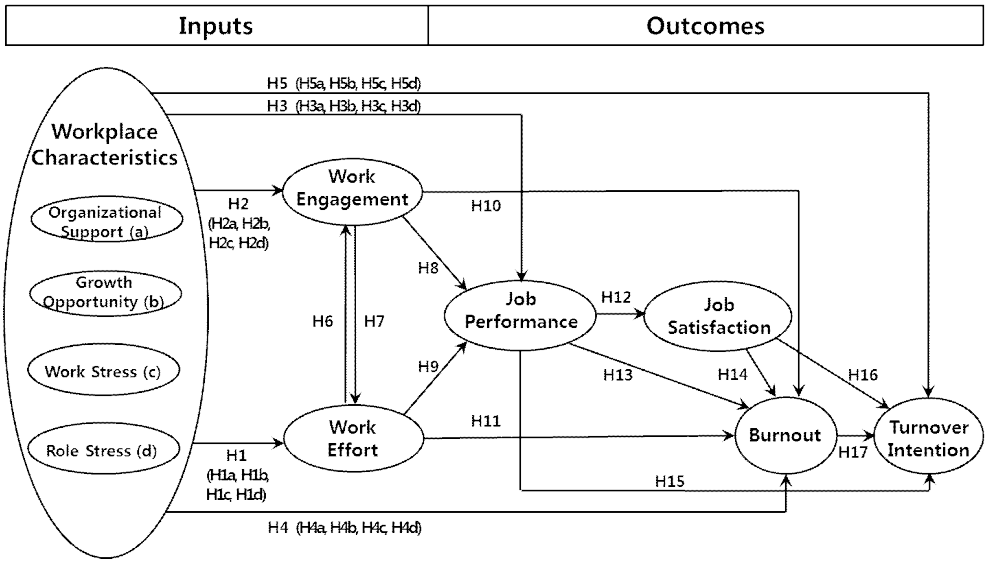

Figure 1.
Proposed conceptual model of part-time apparel retail sales associates turnover intention.

Literature review

Workplace Characteristics (Direct effects)

Work effort. Work effort reflects "the amount of energy put into a behavior or series of behaviors" (Mohr & Bitner, 1995, p. 240). Perceived organizational support refers to "the global beliefs employees have regarding the extent to which the organization values their contributions and cares about their well-being" (Hui, Wong, & Tjosvold, 2007, p. 737). With a sample of employees from diverse workplaces (e.g., manufacturing firm, bookstore, law firm), researchers have documented a positive relationship between employees' perceived organizational support and their work effort (Eisenberger, Huntington, Hutchison, & Sowa, 1986). In related research, Bergmann, Lester, De Meuse, and Grahn (2011) found that an employee's satisfaction with growth opportunities was positively related to professional commitment (i.e., willingness to work hard in behalf of the company) with the sample of nurses participating in a national educational workshop.

Additional workplace characteristics including work stress and role stress were investigated as antecedents of both work effort and work engagement in the workplace. Work stress represents work overload and job insecurity and role stress embodies both role ambiguity and role conflict. Role ambiguity occurs when an individual has inappropriate knowledge or information with which to complete a task in the workplace whereas role conflict occurs when an individual experiences incompatible job demands or expectations from their customers, peers, or supervisory management (Dubinsky & Mattson, 1979). From

these findings, the following hypotheses were developed.

Hypothesis 1a: Organizational support is positively related to work effort.
Hypothesis 1b: Growth opportunity is positively related to work effort.
Hypothesis 1c: Work stress is negatively related to work effort.
Hypothesis 1d: Role stress is negatively related to work effort.

Work engagement. Work engagement is a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002). Researchers have documented relationships between workplace characteristics and work engagement. For example, Bakker and Demerouti (2008) examined the relationship between one type of job resource (i.e., social support and supervisory coaching) and work engagement. Job resources had a positive relationship to work engagement, leading to high work performance. Later, Jackson, Rothmann, and van de Vijver (2006) investigated the mediating effect of work engagement on the relationship between job resources (i.e., organizational support, growth opportunities, and advancement), work engagement, and organizational commitment with a sample of 1177 educators in the North-west province of South Africa. They found positive relationships between job resources and both work engagement and organizational commitment. Similarly, Burke, Koyuncu, and Fiksenbaum (2006) examined the relationship between organizational practices supporting women's career advancement and work engagement with 286 women holding managerial and professional jobs in a Turkish bank. Organizational support was also positively related to work engagement as well as to career satisfaction and psychological well-being. Other researchers (e.g., Giscombe, 2005; Hammond, 2002; Mattis, 2005) have also reported positive relationships between organizational support and favorable job and career outcomes. Thus, from these findings the following hypotheses were developed.

Hypothesis 2a: Organizational support is positively related to work engagement.
Hypothesis 2b: Growth opportunity is positively related to work engagement.
Hypothesis 2c: Work stress is negatively related to work engagement.
Hypothesis 2d: Role stress is negatively related to work engagement.

Job performance. Job performance is the level to which an employee successfully fulfills the factors included in a job description (Carpenter, Bauer, & Erdogan, 2009). Randall, Cropanzano, Bormann, and Birjulin (1999) in their research with private manufacturing firms in the U.S. found that organization support for employees was positively related to their job performance. Hausknecht, Rodda, and Howard (2009) found, with a sample of employees in the leisure and hospitality industry, employees' advancement opportunities were related to their job performance, which in turn led to their retention at the workplace. In related research, Singh (1998) investigated the interactional influences of role stressors (overload, conflict, ambiguity) and job characteristics (feedback, task variety) on job-related outcomes of

salespeople across a range of small and large firms. The interaction of these variables significantly affected salespersons' job tension, turnover intention, and work performance. In research specifically tied to a retail context, Dubinsky and Skinner (1984) examined the relationship between role stress and job performance and satisfaction with retail salespeople. Retail salespeople who experienced low role stress reported high job performance and higher overall job satisfaction than others. Thus, the following hypotheses were developed.

Hypothesis 3a: Organizational support is positively related to job performance.
Hypothesis 3b: Growth opportunity is positively related to job performance.
Hypothesis 3c: Work stress is negatively related to job performance.
Hypothesis 3d: Role stress is negatively related to job performance.

Burnout. Burnout is a syndrome of exhaustion, cynicism, and reduced professional efficacy (Maslach, Jackson, & Leiter, 1996). Exhaustion describes feelings of strain, particularly chronic fatigue resulting from overtaxing work. Cynicism refers to an indifferent attitude toward work and the people with whom one works. Lack of professional efficacy refers to reduced feelings of competence and accomplishment in both one's job and the organization (Hakanen, Bakker, & Schaufeli, 2006). Several researchers have shown links between workplace characteristics and burnout in several fields. For example, Cropanzano and Greenberg (1997) found employees' lack of organizational support directly influenced experiencing burnout at work. Later, Rothmann and Essenko (2007) in their research with the support staff at a higher education institution in South Africa reported that work stress led to burnout. Moreover, Jawahar, Stone, and Kisamore (2007) noted in their research with employees from a software development organization in the U.S. that organizational support moderated the relationship of role stress to burnout such that lack of organizational support strengthened the relationship. Finally, Inandi (2009), with a sample of women working in elementary schools in Turkey, found that the existence of barriers to career advancement was a predictor of burnout. Thus, the following hypotheses were developed.

Hypothesis 4a: Organizational support is negatively related to burnout.
Hypothesis 4b: Growth opportunity is negatively related to burnout.
Hypothesis 4c: Work stress is positively related to burnout.
Hypothesis 4d: Role stress is positively related to burnout.

Turnover intention. Turnover intention refers to a desire to leave an organization (Bouckenooghe & Butt, 2013). Previous researchers have documented a negative relationship between organizational support and turnover intention with a sample of women employed in diverse firms (Jawahar & Hemmasi, 2006). Kim (2005), in her investigation of state government information technology employees' turnover intentions in Nevada and Washington states, found that lack of opportunities for advancement were a significant factor affecting turnover intention. In turnover research specifically among department store retail

managers, Good, Page, and Young (1996) found a significant mediating effect of job satisfaction and organizational commitment on relationships among role stress and turnover intention such that there were direct negative effect of role stress on job satisfaction, which in turn affected organizational commitment and intent to leave. Thus, the following hypotheses were developed.

Hypothesis 5a: Organizational support is negatively related to turnover intention.
Hypothesis 5b: Growth opportunity is negatively related to turnover intention.
Hypothesis 5c: Work stress is positively related to turnover intention.
Hypothesis 5d: Role stress is positively related to turnover intention.

Relationships among Mediating Variables

Work effort, work engagement, job performance, and burnout. In two different selling contexts, Krishnan, Netemeyer, and Boles (2002) found that work effort among salespeople from a cellular phone company in U.S. had a strong positive impact on their job performance. Bakker and Demerouti (2008) found that work engagement in a sample of Finnish teachers had a positive effect on their job performance. Finally, as noted previously, Noh et al. (2015) found that part-time sales associates' work engagement in apparel retailing was positively related to their work effort. They also found that both work engagement and work effort directly affected job performance and burnout. Based on these findings, the researchers developed the following hypotheses.

Hypothesis 6: Work effort is positively related to work engagement.
Hypothesis 7: Work engagement is positively related to work effort.
Hypothesis 8: Work engagement is positively related to job performance.
Hypothesis 9: Work effort is positively related to job performance.
Hypothesis 10: Work engagement is negatively related to burnout.
Hypothesis 11: Work effort is negatively related to burnout.

Job performance, job satisfaction, and burnout. Job satisfaction is defined as a person's general attitude toward his or her job or toward specific dimensions of his or her job (Hodson, 1991; McNeese-Smith, 1996). Several researchers have documented that job performance was a significant predictor of job satisfaction (Brown, Cron, & Leigh, 1993; MacKenzie, Podsakoff, & Ahearne, 1998). Noh et al. (2015) found in their research with part-time sales associates, sales associates' job performance was positively related to their job satisfaction and that job satisfaction was negatively related to burnout. Thus, the following hypotheses were developed.

Hypothesis 12: Job performance is positively related to job satisfaction.
Hypothesis 13: Job performance is negatively related to burnout.

Hypothesis 14: Job satisfaction is negatively related to burnout.

Impact of Job Performance, Job Satisfaction, and Burnout on Turnover Intention

Noh et al. (2015) in their investigation of the relationship between burnout and turnover intention with part-time sales associates working at apparel retailers reported that burnout was positively related to turnover intention. They also found that job performance and job satisfaction indirectly influenced turnover intention through burnout. These findings led to the following hypotheses.

Hypothesis 15: Job performance is negatively related to turnover intention.
Hypothesis 16: Job satisfaction is negatively related to turnover intention.
Hypothesis 17: Burnout is positively related to turnover intention.

Method

Instrument

A self-administered online questionnaire was used to collect data. Workplace characteristics assessed included organizational support, growth opportunity, work stress, and role stress. All scale items utilized 7-point Likert scales (1= strongly disagree, 7 = strongly agree) and all scales reported acceptable reliabilities (i.e., range from .70 to .96). The researchers used five items (e.g. 'In my work, I feel appreciated by my supervisor') (Jackson et al., 2006) to measure organizational support and four items (e.g. 'My job offers me opportunities for personal growth and development') (Jackson et al., 2006) to measure growth opportunity. They used five items (e.g. 'I have too much work to do') to measure work stress and nine items (e.g. 'I receive an assignment without the resources to complete it') (Jackson et al., 2006) to measure role stress.

The researchers employed the nine-item Utrecht Work Engagement Scale (e.g. 'My job inspires me') to measure work engagement (Schaufeli, Bakker, & Salanova, 2006), four items (e.g. 'When I work, I do so with intensity') (Brown & Leigh, 1996) to measure work effort, and five self-report items (e.g. 'I am a top performer') to measure job performance (Babin & Boles, 1998). The researchers used eight items (e.g. 'I feel satisfied with my overall job') to assess job satisfaction (Hartline & Ferrell, 1996), 15 items (e.g. 'I have become less enthusiastic about my work') from the Maslach Burnout Inventory (Schaufeli, Leiter, Maslach, & Jackson, 1996) to assess burnout, and three items (e.g. 'I occasionally think about leaving this job') to assess turnover intention (Nissly, Mor Barak, & Levin, 2005) (see Table 1 for sample measurement items. All items are available from the first author). The instrument also included items to gather participants' demographic information.

Table 1.
CFA: Loadings and reliability measures of measurement scale items

Constructs	Sample Scale Items (Standardized Factor Loadings)	Cronbach's alpha / Composite Reliability
Organizational Support	(3 items) In my work, I feel appreciated by my supervisor. (.86***) I know exactly what my direct supervisor thinks of my performance. (.85***) I receive sufficient information on the purpose of my work. (.82***)	.88/.88
Growth Opportunity	(3 items) My job offers me opportunities for personal growth and development. (.85***) My work gives me the feeling that I can achieve something. (.97**) My job offers me the possibility of independent thought and action. (.85***)	.91/.92
Work Stress	(2 items) I have too much work to do. (.69***) My work puts me in emotionally upsetting situations. (.72***)	.70/.70
Role Stress	(3 items) I receive an assignment without the resources to complete it. (.75***) I have to ignore a rule or policy in order to carry out an assignment. (.76***) I often receive incompatible request from two or more people. (.78***)	.81/.81
Work Engagement	(6 items) At my work, I feel bursting with energy. (.82***) At my job, I feel strong and vigorous. (.83***) I am enthusiastic about my job. (.85***) My job inspires me. (.86***) I am proud of the work that I do. (.82***) I feel happy when I am working intensity. (.75***)	.93/.93
Work Effort	(2 items) When there's job to be done, I devote all my energy to getting it done. (.87***) When I work, I do so with intensity. (.91***)	.88/.88
Job Performance	(2 items) I am a top performer. (.87***) I am in the top 10% of sales associates. (.85***)	.84/.85

Job Satisfaction	(5 items) Your overall job. (.83***) Your supervisor(s) (.81***) Your company's policies. (.79***) Support provided by the company. (.88***) Your opportunities for advancement with the company. (.73***)	.90/.90
Burnout	(7 items) I feel tired when I get up in the morning and have to face another day on the job. (.78***) Working all day is a strain for me. (.76***) I feel burned out from my work. (.80***) I have become less interested in my work since I started this job. (.88***) I have become less enthusiastic about my work. (.92***) I have become cynical about whether my work contributes anything. (.83***) I doubt the significance of my work. (.80***)	.94/.94
Turnover Intention	(2 items) In the next few months I intend to leave my job. (.68***) I occasionally think about leaving this job. (.86***)	.73/.70

CFA= confirmatory factor analysis, $\chi 2$ = 1392.90, df = 517, CFI=.90, IFI=.90, TLI=.90, RMSEA=.06
***p<.001

Data Collection Procedure

To test the model, a convenience sample was drawn from undergraduates enrolled in 17 apparel retailing programs across the US to enable broad representation of part-time apparel workers. The researchers selected these programs because students enrolled in them often work or have worked part-time in apparel sales due to program requirements or employee requirements for work experience prior to pursuing full-time careers in apparel retailing. Faculty members within these programs were asked to solicit students to participate; those who agreed were supplied with a power point describing the nature of the research and details concerning a $20 e-gift incentive. The incentive was awarded to every 5th person who completed a questionnaire. The main questionnaire was posted online for one week. This process resulted in 365 participants.

Results

Sample Characteristics

Out of the initial 365 respondents, 294 individuals self-identified as having experience as part-time apparel workers and were included in our data analysis. Respondents' ages ranged from 18 to 42 years (m = 21). Respondents were women (93.9%). Participants were Caucasian (65.4%), Asian (11.9%), Hispanic (10.2%), or African-American (6.8%). They were single (92.2%). Their work experience in apparel sales

was less than one year (28.5%), between one and two years (25.4%), between two years and three years (19.7%), or between three years and four years (12.9%). Respondents (63.7%) worked in women's apparel retailing, in men's (13.2%), in juniors'(10.3%), in kids'(8.6%), and in accessories (4.2%). Their average yearly income was less than $25,000 (88.5%).

Preliminary Data Analysis

To determine whether the data from all schools could be combined, the researchers conducted a multivariate analysis of variance with college attended as the independent variable and all input and outcome variables of the proposed model as the dependent variables. Results revealed no significant differences for all dependent variables (p>.05). Therefore, the researchers combined data from all schools for analyses.

Validity and Reliability

There were several scale validation activities. First, a principal component factor analysis, with varimax rotation was used to evaluate the measurements of the model constructs. Items with a factor loading of .40 or above were presumed to achieve statistical significance (Hair, Anderson, Tatham, & Black, 1998). Unidimensionality was confirmed for all scales except role stress and burnout. Two factors were extracted from the 9 item role stress measurement. The researchers labeled these "role conflict" and "role ambiguity." The loadings of all items were above .65 on the respective factors indicating acceptable convergent validity. For the burnout measurement scale, two factors were also extracted from the 15 measurement items. The researchers labeled these "exhaustion/cynicism" and "efficacy." Factor loadings on these factors were .72 or above demonstrating acceptable convergent validity.

Next, the researchers performed confirmatory factor analysis (CFA) using AMOS 19.0 to validate the measurement scales. Several items had low squared multiple correlations (range from .13 to .45) as well as low factor loadings (range from .36 to .59), which were consequently removed. CFA was conducted again. The results showed an overall good fit (χ^2 (517) = 1392.90, p = .000; CFI = .91; TLI = .90; IFI = .90; RMSEA = .06). The standardized factor loadings were deemed adequate (ranged from .68 – .97) and statistically significant (p<.000) indicating construct validity. The average variance extracted for each construct was greater than .5, confirming discriminant validity. Finally, reliabilities for each construct were greater than .70 (range from .70 – .94). The composite reliabilities ranged from .70 to .94, exceeding the suggested level of .70 (see Table 1).

Hypothesis Testing

Single-group structural equation modeling (SEM) with maximum likelihood estimation was performed. The respective items for organizational support, growth opportunity, work stress, role stress, work engagement, work effort, job performance, job satisfaction, burnout, and turnover intention served as measured

variables for each construct. The results revealed a significant chi-square statistic (χ^2 = 1300.014; *df* = 518; *p* = .000). The CFI (.90), TLI (.89), and IFI (.90) values indicted satisfactory model fit. The RMSEA estimate (.06) was lower than .1, indicating good data fit to the model. The researchers evaluated the path coefficients of the structural model to test the hypotheses.

The path coefficient (H1b) between sales associates' growth opportunity and work effort was statistically significant but negative (see Figure 2). Therefore, H1a, H1b, H1c, and H1d were not supported. The coefficients for the paths from sales associates' perceived organizational support and growth opportunity to their work engagement were statistically significant. Therefore, H2a and H2b, but not H2c or H2d, were supported. The direct relationship between organizational support and job performance was also significant. Therefore, H3a, but not H3b, H3c, or H3d, was supported. The direct relationships between sales associates' work stress and role stress and burnout were significant supporting H4c and H4d. To test for a mediation effect for work engagement between organizational support and burnout, a bootstrap test was conducted with 5,000 bootstrap samples. The results showed that the indirect effect of organizational support on burnout was negative and significant (the standardized estimate = -.096) with a bias corrected 95% confidence intervals excluding zero. The standardized estimate of significant indirect effect of growth opportunity on burnout was -.177 with a bias corrected 95% confidence intervals. The direct relationship between organizational support, growth opportunity, and burnout was not significant, not supporting H4a or H4b. Sales associates' workplace characteristics did not directly affect their turnover intention thus, H5a, H5b, H5c, and H5d were also not supported. The path coefficient between sales associates' work effort and work engagement was significant but negative. Thus, H6 was not supported. Sales associates' work engagement was positively related to work effort supporting H7.

Sales associates' work engagement was significantly related to job performance, thus H8 was supported. Work effort was significantly related to job performance supporting H9. Work engagement directly affected burnout, supporting H10 but work effort was not related to burnout, thus H11 was not supported. Sales associates' job performance was related to job satisfaction, supporting H12 but job satisfaction was not related to burnout thus, H14 was not supported. Job performance was not related to burnout thus, H13 was not supported. Burnout was directly related to turnover intention, supporting H17. Job performance was not related to turnover intention thus, H15 was not supported. However, job satisfaction was related to turnover intention, supporting H16.

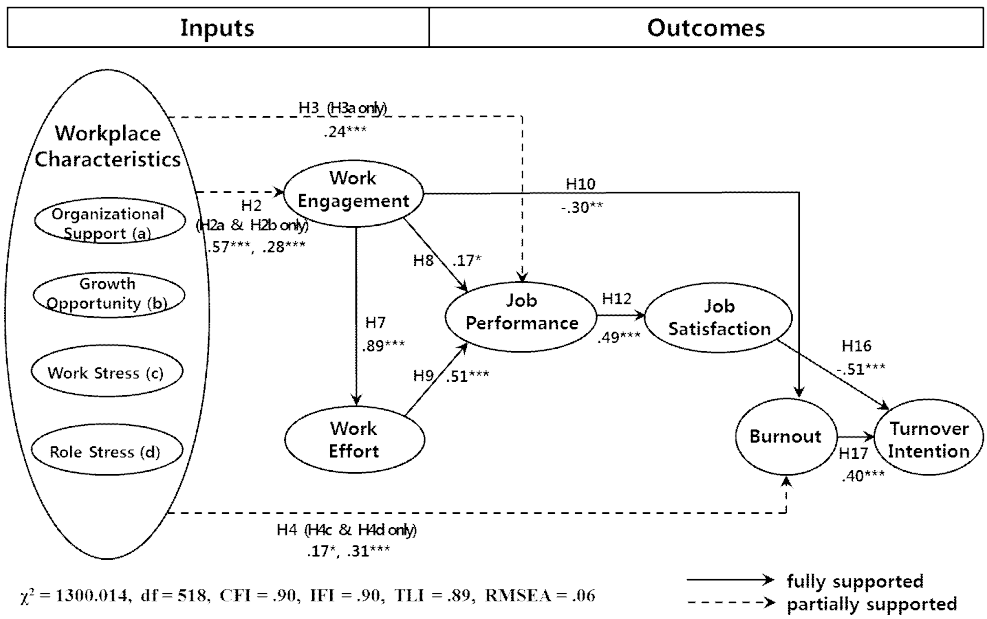

Figure 2.
Hypotheses testing results.

Discussion and Implications

Focusing on the direct relationships between workplace characteristics and turnover intention, our data suggest workplace characteristics alone are insufficient to motivate part-time apparel associates to leave their jobs. However, for these apparel workers burnout was directly related to turnover intention and workplace characteristics (i.e., work stress, role stress) were directly related to burnout. Workplace characteristics (i.e., organizational support, growth opportunity) were also indirectly related to burnout through work engagement. That lack of organizational support and growth opportunity was indirectly related to burnout is consistent with the findings of previous researchers examining full-time employees (Cropanzano & Greenberg, 1997; Inandi, 2009; Jawahar et al., 2007). Organizational support and growth opportunity are both workplace variables that retailers exert significant control over. It is the retailers' policies and practices that shape organizational support (demonstrate that workers are valued). Thus, changes in practices or policies can rather easily shift a workplace from a state of low organizational support to a higher level if the retailer is interested in reducing sales associate burnout. Some of these changes could be made with relatively little effort such as recruiting full time workers from part-time workers or recognizing efforts of part-time employees separately from those of full-time employees (e.g., part-time worker of the month, retailer gift cards). Retailers could show a clear career path with ad-

vancement for part-time employees who may ultimately want to be full-time employees. This could be especially important for students looking for a retail leadership role. Similarly, sales associate's level of role stress (i.e., overload, ambiguity) can be reduced by both retail supervisors and co-workers. If supervisors clearly communicate the tasks expected of sales associates, role stress can be reduced and consequent burnout. Work stress and role stress can also be reduced by goal setting. Goal setting provides a communication opportunity wherein supervisors again specify the job tasks and even reach agreement with the sales associate about the scope of his/her position.

Our results revealed work engagement was a key variable in our model of turnover intention because workplace characteristics were directly related to it and because work engagement was strongly related to work effort that consequently influenced job performance. These later relationships are consistent with previous researchers investigating both non- apparel workers (Krishnan et al., 2002) and those researching part-time apparel workers (Noh et al., 2015). If work engagement is important to motivating work effort and consequently job performance, the question becomes how can retail supervisors enhance the fulfilling, positive, and vigorous nature of the sales associate job? The sales associate is the face of the retailer to the customer. Enhancing their abilities to engage with the customer is one strategy that may actually make working on the selling floor engaging for both the associate and the customer. For example, building associates' confidence so they can easily approach strangers and have a conversation with them about what is happening in the store. Teaching the sales associate how to multitask is important so that they can juggle dealing with all types of customers and get all of their other responsibilities done as well. Thus, having sales associates go through a "soft skills" training program could be beneficial to the associate as well as to the bottom line as such training could increase work engagement and reduce turnover as associates may feel gratification for the training and the recognition it could provide.

Our research findings confirmed those of previous researcher who reported job performance was a significant predictor of job satisfaction (Brown et al., 1993; MacKenzie et al., 1998). As low job satisfaction is related to turnover intention, retail supervisors can consider methods to improve job satisfaction for their associates. One method is to reflect on employee happiness (Gilbert, 2006). Happiness is impacted by employee's sense of control over their work including their schedules. Consider customized schedules that fit around family and school obligations for part-time workers. Socialization is a component of happiness. Retailers can encourage social relations both at work and outside of work. Adopting a volunteer program with a community agency can build community outside of work as well as promote the store.

Limitations and Suggestions for Future Research

As these research findings were based on a convenience sample, the ability to generalize these results to other part-time apparel workers is limited. To address this limitation, researchers may want to partner with a national chain of apparel retailers to gain access to a large population of part-time workers from

which to recruit participants. Research on part-time workers is limited and the number of part-time workers has remained high since the recent recession (Valletta & Bengali, 2013) suggesting part-time employment may reflect a "new normal" in the labor market. As a result, researchers may continue to examine the issues of this growing category of workers examining how their workplace needs and behaviors may differ from full-time workers.

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