

Research Articles**A Study of Enterprise Innovation and Reform on Employee Turnover Rate with Employee Satisfaction as the Mediator Variable***Lijian Feng,**International Chinese College, Rangsit University, Pathumthani, Thailand***Abstract**

As an emerging type of business enterprises, convergence media enterprises are developed just for a short period, involving a wide range of businesses. The rising turnover rate of media professionals makes it more challenging for HR departments, while causing some potential adverse effects. Most of the employees who have left the company have some professional and technical skills and have accumulated some work experience. In the case of the constant total workload, the rising employee turnover rate of enterprises may directly lead to the increase of the workload of the on-the-job employees, which may easily make employees have negative emotions towards work and affect their work efficiency. Managers urgently need to ponder over the reasons for the high turnover rate in enterprises in the short time and take effective intervention measures to stabilize the workforce and lower turnover rate. In this study, the author observed the enterprise after working in the enterprise and, based on related theories, used questionnaires and SPSS to analyze the data to solve the problem of high employee turnover rate and to identify the shortcomings in enterprise innovation and reform measures.

Keywords: *Employee Satisfaction; Turnover Rate; Enterprise Innovation and Reform***Received:** April 12, 2021, **Revised** May 4, 2021, **Accepted** May 9, 2021**Acknowledgement :** This research was successfully funded by International Chinese College Rangsit University**Introduction**

In recent years, the soaring Internet economy in China has shocked the world and led to innovative reforms in various industries relating to Internet economy. During this period, the media industry was broken up and reorganized, and a new system of “convergence media” was derived. At the National Propaganda and Ideology Work Conference 2016, convergence media was defined as the sharing of resources, compatibility of content, fusion of propaganda and a community of interests. Through network connection, it creates a big data information database, which effectively connects thousands of official media of all sizes and countless “We Media” platforms throughout China. Media workers upload the collected program materials to the network cloud with keywords, so that other media can search and look up the program materials in the first time and select suitable program materials for themselves for “re-creation” according to their own needs. Ultimately,

one event can be reported and responded from multiple angles. According to statistics, there are 657 prefecture-level cities and 1,464 counties and districts in China. Each county, district, city and province has their radio stations, TV stations, and newspaper offices under the leadership of the local government's propaganda department. From 2018 to 2020, more than 90 percent of grass-roots media were integrated and listed for business. According to the statistics at <http://www.byzc.com/>, from 2018 to 2020, the employee turnover rate of most convergence media enterprises from top to bottom has increased to varying degrees, and a large number of convergence media enterprises issue job announcements on various platforms, urgently hiring professional and technical talents such as presenters, journalists, and post-producers. In the development of convergence media, one of the challenges is how to carry out human resources work after innovation and reform. Management guru Peter. Drucker once said, "A business enterprise (or any other institution) has only one true resource: people. It succeeds by making human resources productive." Now, it is a common problem for all enterprise managers to improve the efficiency of human resource management, retain talents, develop talents and maximize the utility of human resources. An appropriate employee turnover rate is necessary for a rational allocation of resources and a balance between supply and demand in the labor market. It is also a necessary means for the metabolism of human resources, the saving of human cost and the reasonable optimization of human resource composition. Enterprises should maintain a specific turnover rate, constantly replenish with new staff, absorb fresh technology and ideas from the outside world, so as to maintain their vitality and innovation ability. However, when the turnover rate is beyond the reasonable range, it will affect the normal operation of the enterprise. It will not only significantly increase the human resource costs such as recruitment and training, reduce the organizational efficiency, but also affect the improvement of the core competitiveness of the enterprise, reduce the efficiency of business operations, causing great obstacles to the long-term development of enterprises.

As an emerging type of business enterprises, convergence media enterprises are just developed for a short time and involves a wide range of businesses. It has various urgent problems to be resolved after reorganization and integration. The largest proportion of staff in convergence media enterprises are journalists, presenters and post-producers, and the categories of staff leaving the enterprises are also mainly presenters, journalists and post-producers. With the deepening of convergence media innovation and reform, the talent flow mechanism and channels have been increasing, and the mobility of professional media talents has been increasing. In some places, professionals even resign in groups. As a large number of professionals leave, the human resource market in the media field further deteriorates, accompanied by a number of potentially negative consequences. Most of the departing employees have some professional skills and have accumulated some work experience. Even if they are replaced by a different number of new recruits, they cannot play a part in work quickly. The increase of employee turnover rate will lead to dissatisfaction of the employees who are still working and affect the efficiency of work. Frequent dismission, recruitment, employment and probation will waste a lot of time and

energy of managers, so the high turnover rate in a short period of time must attract the attention of managers. At the same time, managers should find out the corresponding reasons and take effective intervention measures to stabilize the work force and reduce the turnover rate.

In this paper, the convergence media of Jinkouhe District, Leshan City, the only administrative region in Sichuan Province, China, which is not open to the outside world, is the fixed object of study. Jinkouhe is located in an extremely remote area, between mountains and a canyon, covered by fog all year round, with a large amount of mineral resources such as dolomite, phosphate and silica. In 1978, the national nuclear weapons element manufacturing arsenal was located here. Built under the canyon in the region, Jinkouhe District has been closed to the public by the central government of China since 1985. At the beginning of 2018, media convergence and innovation were encouraged by a major policy throughout China from top to bottom. Jinkouhe convergence media was officially established in early 2019, with its predecessor being three independently-run units: Jinkouhe Cable Broadcasting and Television Station, Jinkouhe Publicity Department, and Jinkouhe New Media. After learning from other convergence media's reform and innovation experience, Jinkouhe convergence media also integrated its own resources and merged the three originally independent units into one. Due to the weak economic base and remote location of the region, the HR department is under great work pressure. The company made several attempts to innovate and develop, but the employee turnover rate skyrocketed in a short period. Unlike the development patterns of other convergence media, Jinkouhe convergence media has to ensure that it does not violate the rigid principle of the Chinese central government not to open up to the outside world, but also to maintain the youthful vitality that media enterprises should have. It needs to introduce new talents, new technologies and new ideas, build a big data base of convergence media with shared resources, and publicize the region to a limited extent and make it more typical and specific for reference. Therefore, this paper is more representative and typical if we choose Jinkouhe convergence media as the research sample, which can provide useful reference to the difficulties encountered in human resource management practice in the whole convergence media industry.

In order to control the employee turnover rate that goes beyond the control of the enterprise, and to examine what needs to be adjusted in enterprise innovation and reform through the existing employee satisfaction, the author went to the sample enterprises for on-the-spot observation. The author combined the relevant theories and actual situation to develop a questionnaire, conducted a questionnaire survey on the existing staff and staff leaving, analyzed the reasons for leaving and the main influencing factors, and discussed effective management measures. Finally, the author proposed suggestions and countermeasures to improve employee satisfaction and reduce employee turnover rate, so as to help the company complete innovation and reform faster and better, and promote the harmonious development of employees and the company. The independent variable "enterprise innovation and reform" was analyzed from Borras and Edquist's (2019) innovation policy tools in three dimensions: resources, regulation, and soft tools. In the absence of reference

to successful precedents of convergence media in China, many grass-roots convergence media enterprises have experienced “exclusionary reactions” in personnel restructuring. For example, employees are unable to adapt to changes in workflow, pace and environment, making them inefficient. Therefore, the first dimension of this paper is to explore the personnel restructuring model. The daily management system of staff has also changed due to the reorganization. The former leaders of TV stations, radio stations, and newspapers have become deputy leaders, while the directors have been assigned by the local government propaganda department as the primary persons in charge of convergence media. However, before this, the media mostly managed the journalists freely, and the journalists’ performance was measured by the number of news reports they published, rather than by clocking in and out. It is also a question of how to adjust the staff management system of the reorganized convergence media so that it can be fully compatible with employees with different job attributes. Therefore, this paper regards institutional reform as the second dimension of enterprise innovation and reform. As a result of the change in corporate attributes, the focus of work has shifted from television platforms to the Internet, and the products have changed accordingly. Convergence media spend a lot of money and manpower to set up a network team to re-edit the TV programs, newspapers and radio programs produced by its subordinate organizations in their daily work to form small videos online. These small videos are pushed to Tik Tok, WeChat, Weibo and other platforms using big data knowledge to earn clicks and attention from netizens. At the same time, convergence media pushes these small videos to the higher level platform to deliver material for the higher-level online official accounts, and then a team designated for online data analysis analyzes the data of clicks and netizen comments. The workflow of the former television, newspaper, and radio employees compatible with each other has become the focus of attention. Therefore, product innovation is set as the third dimension in this paper. The measure of the mediator variable “employee satisfaction” is mainly based on the Minnesota scale developed by Weiss, Dawis, England & Lofquist (1967). By reviewing the relevant literature and observing the actual work, the author found that the innovations and reforms of many convergence media enterprises are mostly in the exploratory stage. Most of the employees do not adapt to the new job, work environment, leadership and colleagues, are not satisfied with the work compensation, and they do not understand what they are engaged in, so they cannot give full play to their abilities and then they cannot make achievements. In this paper, it is collectively referred to as “personal effectiveness performance”. Therefore, this paper measures employee satisfaction in three dimensions: personal effectiveness performance, working environment, and remuneration. The research hypotheses were formulated and tested by combining the dependent variable of employee turnover rate and the mediator variable of employee satisfaction.

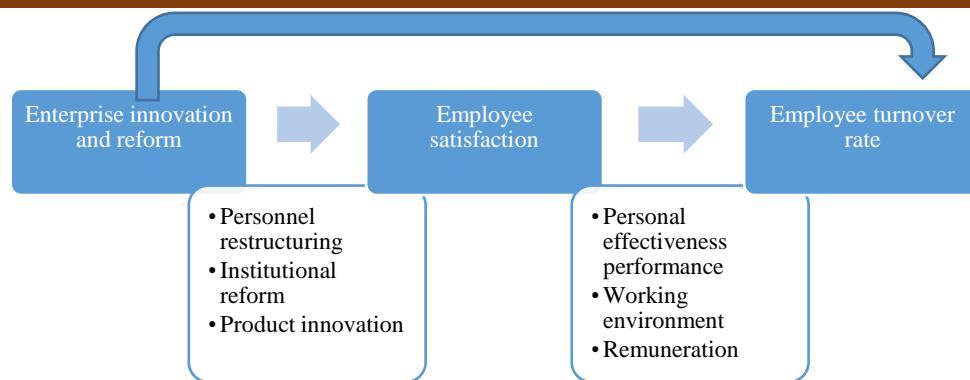


Figure 1: The theoretical model is shown in the figure

Questionnaire Survey

The questionnaire consisted of 50 questions, which were composed of four parts: basic personal information, enterprise innovation and reform questionnaire, employee satisfaction questionnaire, and the influence of enterprise innovation and reform on employee turnover intention. Data from these questionnaires were collected and analyzed. The main measures were whether employees were satisfied with the new initiatives of enterprise innovation and reform, the proportion of positive and negative emotions at work, and whether they were comfortable with the new working pattern. The main factors that influenced employee turnover were identified. The scale is a scoring system, using a five-point Likert scale. Each set of statements was set with five options: "Strongly agree," "Agree", "Neither disagree nor agree," "Disagree" and "Strongly disagree." The five options were scored in decreasing order, with 5, 4, 3, 2, and 1 points respectively. A total of 280 questionnaires were distributed, and 277 were returned, with a recovery rate of 98.93%. In this chapter, the data collected from the questionnaire will be analyzed and processed according to the aforementioned research hypotheses and the results will be interpreted and discussed according to the statistical analysis.

Reliability and validity analysis

The KMO and Bartlett's test of sphericity values for each dimension were measured using SPSS to test the correlation between the variables. the Bartlett's test of sphericity values were used to test whether the correlation coefficient matrix was a unit matrix. Cronbach's alpha coefficient was used to test whether each scale centrally indicated agreement with the dependent or independent variables. The higher the coefficient, the higher the reliability, and the smaller the coefficient, the lower the reliability.

3.1. Reliability and validity analysis of enterprise innovation and reform As shown in Table 1, the KMO value was 0.986, indicating that the scale is suitable for factor analysis. The Bartlett's test of

sphericity value of 0 indicates that there are common factors in the overall correlation matrix of the enterprise innovation and reform scale, so it is possible to do factor analysis.

Table 1: KMO and Bartlett's test of sphericity

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.986
Bartlett's test of Chi-squared approximation	8891.616
df	378
Significance	.000

Table 2 is the component transformation matrix. The principal component analysis was conducted to test the items with a fixed number of 2 factors. The results show that the set items are consistent with the dimension of enterprise innovation and reform.

Table2:Component transformation matrix

Comp onent	1	2
1	1.000	.008
2	-.008	1.000

Extraction method: Principal component analysis.

Rotation method: Varimax with Kaiser normalization

Table 3: Reliability statistics of enterprise innovation and reform

Reliability statistics

Lambda (λ)	1	.950
	2	.987
	3	.987
	4	.982
	5	.965
	6	.988
Number of items		27

The Cronbach's alpha coefficient for the enterprise innovation and reform scale was 0.987, indicating that the reliability of the scale was high.

Reliability and validity analysis of employee satisfaction

As shown in Table 4, the KMO value was 0.96 and the significance of Bartlett's test of sphericity was 0. It indicates that there is a common factor between the overall correlation matrix of employee satisfaction, so factor analysis can be done.

Table 4 KMO and Bartlett's test of sphericity

Table 4: KMO and Bartlett's test of sphericity

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.960
Bartlett's test of Chi-squared sphericity	2400.355
df	45
Significance	.000

As shown in Table 5, the Cronbach's alpha coefficient for the employee satisfaction scale was 0.96, which is greater than the minimum value of 0.60, indicating that the employee satisfaction scale has high reliability and applies to the subsequent research.

Table 5: Reliability statistics

Lambda (λ)	1	.853
	2	.960
	3	.960
	4	.953
	5	.923
	6	.958
Number of items		9

Reliability and validity analysis of employee turnover intention Since there is no dimension for employee turnover rate in this paper, it is a variable by itself. The KMO value of 0.923 was higher than 0.6, and the significance of Bartlett's test of sphericity was 0, which demonstrates that we can conduct factor analysis.

Table 6: Employee turnover intention's KMO and Bartlett's test of sphericity

KMO and Bartlett's test of sphericity

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.923
Bartlett's test of Chi-squared sphericity	approximation	1444.134
	df	45
	Significance	.000

Table 7: Reliability statistics of employee turnover intention

Reliability statistics

Lambda (λ)	1	.778
	2	.917
	3	.875
	4	.586
	5	.887
	6	.914
Number of items		9

The Cronbach's alpha coefficient for the employee turnover rate scale was 0.875, indicating that the scale is highly consistent and reliable.

Descriptive analysis

The descriptive statistical analysis of enterprise innovation and reform using SPSS showed a high consistency in the mean values of the three dimensions with an overall mean value of 3.48, indicating that enterprise innovation and reform is much reflected in these three dimensions. The descriptive analysis of employee satisfaction shows that personal effectiveness performance does have an impact on employee satisfaction. Most employees believe that their salaries and bonuses are proportional to their labor efforts, which proves that the company's evaluation method of staff salary and remuneration is satisfactory to employees. Most of the employees do not have a sense of belonging to the company and believe that the company is not absolutely fair in the distribution of hardware and software resources. The descriptive analysis of the employee turnover rate shows that most of the employees in this company are not adapted to the new working model after the innovation reform, their creative inspiration is limited, and they are not interested in learning anything new. The

enterprise's salary system is recognized by employees, but the employees do not adapt to the new working mode, which leads to a significant reduction in the income of the employees in the salary assessment of the working system.

Discussion

5.1 Overall analysis of enterprise innovation and reform, employee satisfaction and employee turnover rate
After statistical analysis of the data, it was found that the mean score of the three dimensions of the enterprise innovation and reform scale was between 3.38 and 3.55, and the overall mean score was 3.48. The highest score was for the assurance of employees' rest time, and the lowest score was for employees' job setting. It shows that there are some adverse factors in enterprise innovation and reform to act on employee satisfaction and arouse employees' intentions to leave the company. In the three dimensions of the employee satisfaction scale, the highest score was 3.55 while the lowest was 3.33, which means that employee satisfaction is low. The highest score was for the option that employees struggle to work with their teams and are not engaged in their work while the option that they are paid enough to cover their living expenses had the lowest score. The highest score on the employee turnover rate scale was 4.25 and the lowest score was 3.43, which means that employee turnover intention is high. It can be seen that the company has not accurately set up the positions of employees in the process of enterprise innovation and reform when reorganizing its personnel. Along with the innovation of products, the company's operation system is flexible to ensure sufficient rest time for employees, which can be explained by Maslow's hierarchical theory of needs. Employees are not satisfied with their new jobs and are unable to integrate into the new work team. The negative emotions on all aspects of enterprise innovation and reform are more likely to directly exert an adverse effect on employee satisfaction. The majority of the employees of this convergence media enterprise have a bachelor's degree or higher and have strong professional skills, and they are generally young and highly dynamic. Moreover, the employees have strong learning ability and creative ability, so they will not stay in one company for a long time and then they are highly unstable in work. If they are not satisfied with their job for a long time, they cannot use their strengths, or their salary does not reach their ideal level, they will have a strong tendency to leave.

The highest score in the personal effectiveness performance dimension of employee satisfaction indicates that most of the employees in this company believe that they are not able to fully utilize their talents in the company and struggle to work with new teams. They are not performing well in their jobs, which has directly affected their pay. The remote location of the company is one of the main factors that constrain the development of the company all year round. Most of the employees had to work away from home. After the reorganization, the company was unable to allocate resources equally to each department. These factors have made employees dissatisfied with their working environment. It can be explained by Adams's equity theory that employees' motivation is not only affected by compensation, but also by work status in the case of a mismatch

in work. For employee turnover intention, employees' creative inspiration is limited, their work is not recognized, and they are not interested in learning new things, which leads to a decrease in income. These become the three factors that are most prominent after the employees' turnover intention. As can be seen from above, the employees of this company have a strong will of self-fulfillment and expect to make some achievements in their work. They are less receptive to new things, less able to integrate into new teams, and unable to adapt their old thinking to new work patterns. The employees will have a strong turnover intention after a long time of being unrecognized.

5.2 Analysis of variance The analysis of the above data shows that there is no significant difference between gender and age on each variable, and there is a significant difference between employee education, years of experience, and position on job compensation, personnel restructuring, product innovation, and employee turnover intention. From the data analysis, it can be seen that employees' education causes significant differences in all variables in this paper. This company has the largest number of employees with bachelor's degree, and they have the strongest reaction to the personnel restructuring of the company and the greatest tendency to leave. From a corporate perspective, media companies need a large number of young employees to keep the business dynamic and meet the needs of emerging things. They have a strong thirst for knowledge and curiosity. They like to find fun in their work. They are quick to embrace new technologies and are good at achieving work-life balance. It is also a common characteristic of young employees that they do not like to be constrained and less patient. When young employees are unable to develop their abilities in their new jobs fully, they are not recognized for a long time, or their salary is too much less than their ideal level, they will have a strong tendency to leave their jobs. The longer the employees work, the higher their salaries, the higher their acceptance of the company's personnel restructuring measures, and the faster they integrate the development direction of product innovation. The reason is that the longer the employees work in the company, the better they can understand and recognize the corporate culture, workflow, and corporate management rules and regulations of the company. They understand what to be done for each position and can adapt to it more quickly. General employees have a higher propensity to leave. Compared with managers, the workload of general employees is higher and their remuneration is lower. Most of the personnel restructuring and institutional reform in companies are aimed at the general workers, while there is little change to the management.

5.3 Correlation analysis and regression analysis In this study, we used correlation and regression analysis methods to investigate the relationship between the dimensions of enterprise innovation and reform and the dimensions of employee satisfaction, and the relationship between employee satisfaction and employee turnover rate. The study shows that firstly, enterprise innovation and reform is significantly positively correlated with employee satisfaction, and that employee satisfaction is significantly positively correlated with employee turnover rate. Employee satisfaction can predict employee turnover intention, which means that the measures adjusting

enterprise innovation and reform can improve employee satisfaction, and then the improved employee satisfaction can lower employee turnover intention and keep employee turnover rate under control. The higher the employee satisfaction, the higher the employee's personal effectiveness performance in the workplace. According to Maslow's hierarchical theory of needs and dual-factor theory, employees will feel the need for respect and self-fulfillment after they can greatly play their self-abilities at work, so that they will feel delighted at work, thus increasing satisfaction with the company. Second, among the dimensions of enterprise innovation and reform, product innovation was not significantly correlated with personal effectiveness performance. Product innovation is not only about the final product, but also about the production process, production methods and new creative thinking of the work team. For example, the planning team comes up with a new idea, but the shooting and post-production team cannot complete it. Also, the employees in the enterprise contain many different positions such as administrative, technical, and management positions. Product innovation cannot be fully defined as whether employees' personal effectiveness is brought into play. To seize the online hot topics which are disappearing and updated quickly, we should identify the topics, select the materials we need from the big database and recreate them, and produce new products of fixed amount at regular intervals. In this process, employees need to give full play to their personal effectiveness and close coordination between departments. According to Herzberg's two-factor theory, from the viewpoint of working environment, compensation and benefits and interpersonal relationship, the interpersonal relationship between employees is not fully considered in the restructuring of personnel, which makes the restructured department prone to open rivalry and conflicts. It is essential to develop a mechanism for employee promotion, salary increase, and praise. The questionnaire data shows that this company's promotion mechanism is not much advantageous compared with other companies of the same type. The basic salary of most of the grass-roots employees is very low. Although there is a clear system of salary increase and bonus, it is not realized in time. All these have a negative impact on employees' personal effectiveness performance.

The above conclusion shows that enterprise innovation and reform have a direct effect on employee satisfaction, and when employee satisfaction decreases significantly, employees will have a strong tendency to leave the company, which leads to a significant increase in employee turnover rate. By adjusting the three dimensions of enterprise innovation and reform, we can improve employee satisfaction and keep the employee turnover rate within the company's required scope.

Inspirations and Prospects

6.1 Inspirations for business managers. The empirical results show that the employee satisfaction of the research object is relatively low, and that employees have negative feelings toward enterprise innovation and reform. The tendency to leave the company is high for the majority of grass-roots employees with a bachelor's degree in the company. These employees are the main production staff of the company, young and energetic, with

strong learning ability and strong adaptability. Most of them have higher expectations and pursuits for their work, and are eager to be recognized and to make achievements in their work, but they do not take the initiative to express their will. Moreover, they have low basic salary, do not like to be constrained, and they are less patient and less experienced. If they are in a state of maladjustment for a long time, they will have a strong turnover intention, and the effect of turnover intention will spread quickly among the same level of workers. In the employee satisfaction test, most employees believe that their efforts are proportional to their rewards, and that the company pays them the best salary among similar companies. However, they cannot fully utilize their strengths in their jobs and struggle to integrate with their new teams. Therefore, it is believed that the inequitable distribution of corporate resources is the main factor affecting employee satisfaction, which is inextricably linked to the company's innovation and reform. In the early stage, the company did not define the new employees and new positions accurately, and the employees did not know their own strengths, so they were not motivated to work. It indicates that enterprise innovation and reform have a direct impact on employee satisfaction. The company shifts its focus to the network platform that is updated faster, but the employees do not adapt to the work pace and work process of their new positions, so that their innovations of thinking at work is limited, which directly affects their work performance and performance income. In the long run, the employees will be negatively motivated, unwilling to learn, feel uninteresting and stressful at work, which will reduce their goodwill and sense of belonging to the company and lead to a strong tendency to leave. The enterprise innovation and reform test shows that the company has established a salary scale system to motivate employees to work. However, the company has too many fixed processes, the leadership is rigid and inefficient, and the employees do not agree with the managers' management methods, which leads to the phenomenon of slow rewards and fast penalties within the company. Interdepartmental cooperation is essential in work, but the lack of clarity in the system often leads to a lack of clarity in interdepartmental responsibility, which makes the departments pass the buck to each other in the event of an accident. Therefore, enterprise managers must develop appropriate competition for appointment, promotion, cultivation and reward and punishment mechanisms. The inter-departmental process should be streamlined, and the responsibilities and work content between departments should be clarified, so that employees can actively choose and compete for the positions fitting their strengths and needs according to their job attributes and work content. At the same time, the enterprise should organize appropriate staff training and learning, strengthen the interaction with similar enterprises, and activate young employees' learning ability. The measures of enterprise innovation and reform should be appropriately adjusted to avoid the occurrence of one person holding several jobs, employees doing hard but thankless tasks, and salaries and bonuses delaying. The synchronization of reward and elimination should be quickly realized. It can keep the company's employee turnover rate in the appropriate range and motivate the current employees to work hard and passionately and enter into a virtuous cycle of competition, thus enhancing overall employee satisfaction.

6.2 Prospects As the era of convergence media in China has just begun, convergence media has not yet been completely defined, and the media database is still under construction, and the related research is still in its initial stage. In this paper, we tried to selectively study a common phenomenon of employee turnover caused by corporate reform, but the problems of mass-roots convergence media enterprises' innovation and reform are much more than that. In the future, it is expected that more attention and research on grass-roots convergence media enterprises will be conducted, and different problems of different grass-roots convergence media enterprises will be studied to understand their strengths and weaknesses better and to provide targeted suggestions to enterprise managers.

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