

# Research on Talent Management of KKV Retail Stores—Take “Gen Z” as an Example

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**Abstract:** China's consumer market as a whole shows a steady and positive development. Under such an economic and market background, retail companies still have a lot of room for development, but they also face challenges. Looking back at the 22 years of development of China's retail industry since 2000, retail companies have experienced several great changes from online to e-commerce. Every major change will be accompanied by the emergence of new companies, and there are also continuous industries that have once collapsed. How to find a way for retail enterprises to develop in the ever-changing market, not only embracing change, being brave in innovation, but also building an organization and talent team that can support corporate strategy and business is a problem that every retail enterprise needs to consider and urgently solve. Based on this, this paper starts from the offline store, the smallest business unit, to discuss the talent management and status quo of the “Gen Z” in stores, and propose corresponding development strategies.

**Keywords:** Talent Management, Retail Store, Employee Performance, Employee Satisfaction

## 1. Introduction

For a long time, physical channels have played an important role in the process of business development and user expansion of operators, and are the main source of income for operators. The concept of “new retail” was first proposed by Jack Ma, chairman of Alibaba's board of directors, at the Yunqi Conference held in October 2016. He believes that the combination of online, offline and logistics will give birth to “new retail”. The era of pure e-commerce will soon end, and the form of pure retail will also be broken, and “new retail” will lead a new business model in the future. With the rise of e-commerce, the retail industry has developed from offline to online; with the slowdown in growth, the retail industry has begun to enter the online and offline omni-channel development model; now with the emergence of live broadcasting and private domain e-commerce, sales channels have become more diversified and dispersion. The retail industry is facing the “Generation Z” who live entirely on the Internet, and the retail industry has begun to fully enter the era of economic data.

### 1.1. Background of the Study

#### 1.1.1. Development Status of KKV Retail Stores

Although Guangdong Kuaike E-Commerce Co., Ltd. (KKV), a new retail enterprise in China, has successfully developed the “new retail” model, offline stores still cannot be ignored, and they are the most important venues - showrooms or experience halls. Omni-channel shopping that integrates online and offline has become a mainstream consumption model. Consumers are used to doing homework online and then experience it in physical stores. They may buy on the spot in a physical store, or they can go back online to place an order. Good omni-channel information transparency and shopping convenience will have a chance of successful sales. Offline stores are traffic import portals and conversion promoters. For traditional retail companies, importing traffic through offline store shopping guides is the largest source of traffic, and at the same time guide online traffic to offline scenarios. Consumption is also an important method to activate customers and expand consumption and sales. Online customers are likely to buy enough free shipping thresholds and stop buying, but if there are more offline shopping guide links, it is possible to drive customers to make joint purchases and spend more. Many retail companies have established dedicated private domain traffic operation teams. There are also retail companies that directly let the clerks of offline stores be responsible for related work, but whether

they are partially involved or fully responsible for the functions of offline stores, they have been extended and expanded to a certain extent. The role of offline stores has become more diverse, which also means that store management should redefine the functions of stores based on the company's positioning of stores and business positioning, and build and optimize the corresponding talent management system.

### ***1.1.2. Current Status of Store Talent Management Under the COVID-19***

At the end of the year 2019, the world unexpectedly emerged with a new disease that is Coronavirus 2019, also known as COVID-19. COVID-19 is a once-in-a-century global pandemic. It swept through most of the countries of the world very quickly <sup>[1]</sup>. To control and reduce this disease, the China government has formulated a series of actions and policies. One of the well-known policies is the “zero-COVID Policy”. The China's government will decide whether to implement a full or partial lockdown, or to act under regional control, based on the number and situation of Covid-19 cases in the city <sup>[2]</sup>. Although under this policy, and individual businesses have suffered relatively large losses, the operations of the organization must continue as usual. In the long run, this will not affect the overall growth trend of the retail industry, but instead provide it with more opportunities. The retail industry has a great guarantee function for people's livelihood, and it is necessary to take targeted measures to maintain the economic stability of enterprises and the management of store personnel.

## ***1.2. Research Problem***

### ***1.2.1. Diversity of Consumers Exacerbates the Dispersion of Touchpoints***

On the consumer side, with the development of economy and technology, the upgrading of consumer concepts and behaviors, the market population has become more and more diverse, and the acceleration of segmentation also means that the strategy of retail enterprises to spread all over the world will become more and more difficult to work. Enterprises need to identify their target customers and provide products and services that can capture their own customers. “Generation Z” consumers are the main force of consumption, which makes retail companies need to interact with them in a way that is more suitable for “Generation Z” consumers. As an important group, “Generation Z” consumers are very distinctive. Purchasing experience and consumption scenarios have become more diverse, running through all aspects of the customer's life cycle. For retail companies, it is necessary to increase the contact points with consumers in an all-round way, and be able to effectively import and convert traffic and create more for consumers. A good experience increases customer stickiness.

### ***1.2.2. “Generation Z” Store Talents are very Characteristic***

Today, “Generation Z” has become the main force in the workplace, but their work and life values are quite different from all previous “predecessors”. As Internet natives and the Internet generation, they are self-centered, advocating social media, and paying attention to self-experience, especially digital experience. They pursue themselves more in their workplace life, not only pursuing fame and fortune, but also pursuing dreams and work experience. These are important factors that affect employees' work attitudes, behaviors and performance. Employees are a business' most important movable asset. The mobility of employees lies in the internal deployment of employees and the loss of employee assets. From the day employees apply to enter the company, they start a new career journey until they leave the company, during which there are many key touch points. The employee experience is the feeling and touch that employees experience at these key touchpoints.

### ***1.2.3. KKV Enterprise Talent Management is Uneven***

In the new era of rapid development of online e-commerce, large labor gap and difficulty in recruiting are the biggest challenges for store talent management. According to the “2020 Employment Situation Report of China's Chain Enterprises” by the China Chain Store and Franchise Association and Shude Human Resources Group, 75.67% of enterprises lack front-line employees; 38.26% of enterprises lack store managers. As China's aging population intensifies, urbanization is gradually completed, and the demographic dividend disappears, the contradiction between the talent market supply and enterprise demand will exist for a long time, which will lead to insufficient market supply. At present, the nature of work in KKV stores is relatively basic. Most of the job seekers in the stores are “Generation Z” talents. They also have more personalized career pursuits, and it is difficult to meet their individual needs to a certain extent. At the same time, the threshold for basic store work talents is low. The quality of front-line personnel is uneven, and there is a gap with the increasing business requirements, which makes the store's talent flow high and the annual turnover rate hovering at a high level.

On the internal side of the enterprise, the management level is weak, and the store manager's

management awareness and ability are insufficient, which largely affects the development of store business. In addition, the speed of training and promotion is slow, and it is difficult to build a store echelon. Generally speaking, it takes a 2-3 year training cycle for an ordinary shop assistant to grow into a store manager, and most retail companies lack sufficient training resources and planning. The training system needs to be improved, and the growth willingness and growth speed of employees will also be greatly affected.

### 1.3. Research Questions

The key research questions of this study are:

- 1) Will the job satisfaction of “Generation Z” employees in stores directly affect the turnover rate of talent management in the retail industry?
- 2) Are the shopping preferences of “Generation Z” consumers enough to affect the way stores recruit talents?
- 3) In the store talent management system, does the employee’s personal work performance have a significant impact on the retail store?
- 4) Is there a significant impact between KKV corporate management and store talent promotion?

### 1.4. Research Objectives

With the fulfillment of WTO commitments, multinational retail companies have accelerated the process of opening new stores in China in order to seize more market share. Naturally, local retail companies are not far behind, and have stepped up the pace of optimizing talent management. How retail enterprises can find the way of enterprise development in the ever-changing market, return to the essence of retail, and seize the differentiated competitive advantages of enterprises is a problem that every enterprise needs to think about and solve. From the perspective of the new crown pneumonia epidemic, this section will combine the current situation of talent management in KKV stores to effectively solve the difficulties faced by enterprises. In response to the above problems, the key issues are explained with “Generation Z” talents as the primary management goal. Based on this, try to achieve the following research objectives:

- 1) Analyze the impact of store employee job satisfaction on the flash-off rate of retail talent management.
- 2) Discuss the relationship between consumer shopping preferences and store recruitment patterns in retail stores.
- 3) Assess the impact of individual employee performance on retail stores in the store talent management system.
- 4) Discuss the relationship between KKV enterprise management factors and store talent promotion management.

### 1.5. Definition of Key Terms

Table 1: Definition of Key Terms

Key Terms	Definition
Consumer Shopping Preferences	Consumers of different ages have different perceptions of products, purchasing psychology and behavior. Online shopping is also affected by consumers’ income, knowledge, ability, concept and awareness of rights protection. (Xu Jia & Zhai Yu, 2022)
Human Resources	Human resources refer to the general term for people who create material and spiritual wealth for society and promote social and economic development within a certain range. At the same time, people have the ability of physical labor and intellectual labor <sup>[3]</sup> .
Enterprise Management	Enterprise management is a complete system, which is composed of production management, human resource management, financial management, marketing management and other subsystems. The general term for a series of activities such as planning, organizing, commanding, coordinating and controlling the production and operation activities of an enterprise <sup>[4]</sup> .
Job Satisfaction	Job satisfaction can be defined as “any combination of psychological, physiological and environmental circumstances that causes a person truthfully to say, ‘I am satisfied with my job’” <sup>[5]</sup> .
Individual Work Performance	Individual work performance had been conceptualized as “those actions and behaviours that are under the control of the individual and contribute to the goals of the organization” <sup>[6]</sup> .

In order to allow a consistent interpretation of the content of this study, definitions of key terms used

in this study are provided. (*Tab:1*)

### **1.6. Significance of the Study**

China's consumer market as a whole has shown a steady and positive development trend. Despite the impact of the epidemic, the recovery of the consumer market is still strengthening, and the national consumer confidence is also increasing. Under such an economic and market background, retail companies still have a lot of room for development, but at the same time they are also facing challenges. Looking back at the development of China's retail industry in the 22 years since 2000, retail companies have experienced several major changes from online to e-commerce. Every great change will be accompanied by the emergence of new companies, and there will be continuous industry decline or even collapse. How retail enterprises find their way of development in the ever-changing market, embrace change, be brave in innovation, and build an organization and talent team that can support corporate strategy and business is a problem that every retail enterprise needs to consider and urgently solve. Based on this, this paper starts from the smallest business unit of offline stores, discusses the talent management and current situation of "Generation Z" in KKV stores, and proposes corresponding development strategies.

### **1.7. Structure of the Proposal**

The proposal is divided into five parts. The first chapter discusses the research background of the topic, the problem statement, followed by the research questions, research objectives, significance of the research and definitions of key terms. In the second chapter, the literature review and theoretical development of this paper are sorted out and summarized. The methods used in this study are found in the third chapter, the data analysis is carried out in the fourth chapter, and the discussion and conclusion in the fifth chapter.

## **2. Literature Review**

In this chapter, the literature review and theoretical development of the research project will be summarized.

### **2.1. Overview of the Theoretical Underpinning**

One theory states that "the starting point of talent management is the identification of key positions, including the systematic identification of key positions that contribute differently to an organization's sustainable competitive advantage, the development of a differentiated HR Sustained commitment to the organization" [7]. This is also the most cited definition of talent management. Based on the focus, the concept of talent management is further summarized into four general philosophies: personnel method, practice method, post method and strategic pool method [8]. Since 2018, more and more scholars have developed an enterprise-wide holistic talent thinking model and extended it to areas such as organizational strategy, organizational culture, and change management [9].

In this study, the researchers focused on the relationship between store talent management and "Generation Z" employees in the retail industry. In the post-epidemic era, the employee structure of retail stores tends to be younger and more dynamic, which leads to the continuous renewal of the challenges faced by managers in terms of recruitment channels and talent management.

### **2.2. Review of Related Researches**

#### **2.2.1. "Generation Z" Talent Management in Retail Stores**

"Generation Z" refers to a generation of people born in the mid-1990s to the early 21st century, living in a society where the Internet is highly developed and naturally dependent on the Internet. Because China is in a period of rapid economic and technological development, this generation has developed an independent personality, and at the same time, due to the loneliness of reality, they are more eager to rely on social networking to seek identity and a sense of belonging. Statistics show that there are about 260 million people in China's "Generation Z" population, which means that the proportion of consumers in "Generation Z" is increasing, and they have gradually become the focus of attention from all walks of life and the main target group for recruitment [10]. The job-seeking mentality of "Gen Z" is manifested in

that they value personal growth space more than salary, have more flexible and diverse thinking, and dare to challenge traditional models. So companies need to change their thinking and set up a talent management model that fits their scope for Gen Z <sup>[11]</sup>.

Retail stores are service-oriented enterprises. This type of enterprise has a common problem, that is, the turnover of personnel is high and difficult to manage, especially the grassroots service personnel frequently change jobs. This problem is especially serious in small and medium-sized enterprises. This is clearly a strategic requirement that is not conducive to the steady development of the enterprise. From grass-roots service personnel to store managers to senior managers, the management of this talent line requires multi-level and multi-angle management wisdom. The importance of establishing a scientific performance evaluation and talent management mechanism has become increasingly prominent <sup>[12]</sup>.

### **2.2.2. Challenges of Store Recruitment**

In order to alleviate the tight employment situation of the store, when recruiting, there is often a lack of full understanding of the actual needs of the grass-roots positions that are in great demand in the store. Sometimes it is even simply required that job seekers meet the basic requirements of the position. Retail expertise and technical competency did not place higher demands. In this way, it is easy to find that the recruited personnel do not match the job requirements, which will lead to greater work pressure and eventually resignation of employees. In addition, the practice of only focusing on whether it can bring short-term benefits to the enterprise without considering the long-term interests of the enterprise seems to relieve the pressure on labor in the short term. However, employees cannot match the needs of the positions, which actually leads to the shortage of enterprise resources. Waste and rising recruitment costs have also affected the operating efficiency of enterprises. Job seekers' first impression of a company is often formed from these internal employees who are responsible for recruiting. Therefore, an unprofessional recruitment team will greatly reduce the applicant's overall impression of the company, thereby reducing the applicant's intention to apply for a job <sup>[13]</sup>.

### **2.2.3. Talent Management Mechanism in Retail Industry**

In recent years, with the acceleration of scientific and technological innovation, the impact of human resources on business operations has become more and more obvious. As the first resource of an enterprise, human resources are the guarantee of the core competitiveness of an enterprise. How to retain and utilize talents has become a major problem in the field of modern human resources <sup>[14]</sup>. To establish an effective talent management mechanism, first of all, there must be standards for measuring talents, setting up a reasonable performance evaluation system, adhering to the principles of openness, transparency, fairness and impartiality for evaluation, and recognizing the efforts of employees through performance evaluation. Encourage employees to work hard, be proactive, and improve employees' work enthusiasm and service levels <sup>[12]</sup>.

## **2.3. Research Hypothesis**

The key research hypothesis of this study are:

H1: Does the challenge faced in the store talent management system have a significant negative impact on the job satisfaction of KKV employees.

1) H1a: Does the challenge of job function competition in the store talent management system have a significant negative impact on KKV employees' job satisfaction.

2) H1b: Does the complexity of job promotion under the store talent management system have a significant negative impact on KKV employees' job satisfaction.

3) H1c: Does the ineffective communication challenge in the store talent management system have a significant negative impact on KKV employees' job satisfaction.

H2: Does the challenge faced in the store talent management system have a significant negative impact on the job performance of KKV employees.

1) H2a: Does the challenge of job function competition in the store talent management system have a significant negative impact on KKV employees' job performance.

2) H2b: Does the complexity of job promotion under the store talent management system have a significant negative impact on KKV employees' job performance.

3) H2c: Does the ineffective communication challenge in the store talent management system have a

significant negative impact on KKV employees' job performance.

### **3. Research Methodology**

#### ***3.1. Description of Research Approach/ Research Design***

This study was used quantitative research design. The easiest definition that can describe what is mean by quantitative research very well is the idea from <sup>[15]</sup>. They describe quantitative research method as "Explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics)". Quantitative research method is actually based mainly on the collection and analysis of statistical data, and hence tend to obtain a limited amount of information on a large number of respondents or observation; these results are then expanded to their wider population of the subject matter.

The main reasons researcher used this quantitative research design was it allow researcher easy to collect data and finalizing result. Due to COVID-19, researcher can't collect data by face-to-face interview, quantitative research design become the most suitable research design in this situation. It allow researcher to collect data by sending questionnaire in the online survey form method.

#### ***3.2. Selection of Subjects/Respondents***

Sampling involves selection of the right subjects or respondents for a study. Two commonly used sampling methods are non-probability sampling and probability sampling <sup>[16]</sup>. Due to the large number of "Generation Z" staff in KKV retail stores. Research decided to use judgment sampling for this study. Judgment sampling involves the choice of subjects who are most fitting with the condition of respondents needed for this study. The survey subject condition required for this study is that the survey subject must currently work in a KKV store.

To calculate the sample size, researcher had use G-Power application for calculate the sample size needed. For this study, researcher used the F test of regression via the G-Power application. To determine the accurate sample size, the Power analysis is set with the number of predictors is 6. The test used the alpha value of 0.05, power of 0.80, and medium effect size of ( $f^2 = 0.15$ ). As understand that the G-Power application was used to determine the minimum sample size, so researcher decide to collect 100 of respondents for this study.

#### ***3.3. Measurement Instruments***

The research instrument for using to collect data for this study is Questionnaire. Questionnaire can be defined as a research instrument consisting of a set of standardized questions to gather statistically useful information on some subject from one or more respondents <sup>[17]</sup>.

The questionnaire that used for this study were divide into 3 sections as following. Researcher also used Likert Scale to represent a set of answer option for the questions in section 2 and section 3. Likert Scale is a rating scale, often found on survey forms, that measure how people feel about something <sup>[18]</sup>. The questionnaire had be attached in the Appendix A.

#### ***3.4. Data Collection and Pre-testing***

Prior to the survey, a preliminary draft of the questionnaire was reviewed by the manager and all panelists. A preliminary study was conducted with 5 respondents to test for any misinterpretation of terminology and questions. The results of the pilot test will show that some sentences in the question are unclear and ambiguous. From the results of the pilot study, the researchers will have the correct information and will design the questionnaire in an online survey form and distribute it in the WeChat work chat group. During this period, a total of 100 questionnaires will be distributed to KKV store employees.

#### ***3.5. Data Processing and Analysis***

The method used to process and analysis the data collection through the questionnaire survey for this research was the Statistical Package for the Social Sciences (SPSS) computer software. SPSS is the set of software program that are combined together in a single package. The basic application of this program

is to analyse scientific data related with the social science. This data can be used for market research, survey, data mining, etc <sup>[19]</sup>.

Using a descriptive statistical approach, work frequencies and mean values were determined to determine the employee work-related outcomes of talent management challenges in stores of the Chinese retailer Guangdong Kuaike E-Commerce Co., Ltd. (KKV). Respondent demographics were then determined through frequency analysis. Therefore, after analyzing the data, it will be recorded that the relationship between management challenges and work results is a significant negative or positive effect.

#### 4. Data Analysis

##### 4.1. Profile of Respondents

Through investigation, we obtained 100 valid samples. According to the data, most of the respondents are women (70%) and most are under the age of 25 (45%), "Generation Z" employees account for as high as 70%, which is very representative. In terms of jobs, most of the respondents are salespeople (42%); in terms of work experience, most The respondents were less than one year old (43%); 77% of the respondents had no experience working in retail stores before working.(Tab:2)

Table 2: Sample Feature Distribution.

Variable	Frequency	Percentage(%)
<b>Gender</b>		
Male	30	30
Female	70	70
<b>Age (years old)</b>		
Below 25	45	45
25-30	29	29
30-35	22	22
35-40	2	2
40 and above	2	2
<b>Work Position</b>		
Salesman	42	42
Cargo Sorter	30	30
Logistics/Management	28	28
<b>Length of employment (years)</b>		
Less than 1	43	43
1-3	13	13
3-5	24	24
More than 5	20	20
<b>Experience in working in retail stores</b>		
Yes	23	23
No	77	77

##### 4.2. Descriptive Statistics

The Table 3 shows, the mean of CJF is 3.226, and the standard deviation is 0.751; the norm of JPC is 3.278, and the standard deviation is 0.811; the mean of COM is 3.196, and the standard deviation is 0.878; the mean of JS is 3.566, and the standard deviation is 0.714; the mean of WP is 3.374, and the standard deviation is 0.535.(Tab:3)

Table 3: Descriptive Statistics.

Variable	Mean	Standard Deviation
<b>Challenges Faced while Working in the Store</b>		
Competition for Jobs is Fierce.	3.226	0.751
Job Promotion is Complicated.	3.278	0.811
Challenges of Ineffective Communication.	3.196	0.878
<b>Work Related Outcome</b>		
Job Satisfaction	3.566	0.714
Work Performance	3.374	0.535

#### 4.3. Reliability Analysis

Reliability refers to the stability of the measurement results obtained by the measurement tool. The alpha coefficient (Cronbach's Alpha) is usually used to measure the reliability of the questionnaire. The larger the  $\alpha$  coefficient, the higher the reliability of the questionnaire and the higher the stability<sup>[20]</sup>. Put forward the following points of view: If the  $\alpha$  coefficient is between 0.60 and 0.65, it is best not to use it; the value of the  $\alpha$  coefficient between 0.65 and 0.70 is the minimum acceptable value; the value of the  $\alpha$  coefficient between 0.70 and 0.80 is quite good; A range between 0.80 and 0.90 is very good.

As can be seen from Table 4, the reliability of CJF is 0.864, and the reliability of JPC is 0.873. The reliability of COM is 0.946. The reliability of JS is 0.935. The reliability of WP is 0.862. The reliability is above 0.7, which shows that the reliability of the questionnaire is good.(Tab:4)

Table 4: Reliability Analysis.

Variable	No. of Item	Cronbach's Alpha
Competition for jobs is fierce during the store work.	5	0.864
Job promotion is complicated during the store work.	5	0.873
Challenges of ineffective communication during the store work.	5	0.946
Job Satisfaction	5	0.935
Work Performance	5	0.862

#### 4.4. Analysis of Correlation

The Pearson correlation coefficient is used to measure the linear relationship between two spaced variables. The value of the correlation coefficient is between - 1 and 1, and the larger the absolute value, the stronger the correlation between the two. The closer the correlation coefficient is to 1 or - 1, the stronger the correlation, and vice versa. In addition, judging the correlation needs to comprehensively consider the correlation coefficient and the significance level. Only when the correlation coefficient is greater than 0 and the significance level is  $p < 0.05$  can it be shown that the variables are related. Therefore, this paper uses the Pearson correlation coefficient to verify whether there is a correlation between the variables.

It can be seen from Table 4 that CJF is negatively correlated with JS ( $r = -0.248$ ,  $p < 0.05$ ), and negatively correlated with WP ( $r = -0.242$ ,  $p < 0.05$ ); JPC is negatively correlated with JS ( $r = -0.356$ ,  $p < 0.05$ ), significantly negatively correlated with WP ( $r = -0.401$ ,  $p < 0.05$ ); COM was negatively correlated with JS ( $r = -0.334$ ,  $p < 0.05$ ), and significantly negatively correlated with WP ( $r = -0.323$ ,  $p < 0.05$ ). Therefore, the hypothesis is initially supported.(Tab:5)

Table 5: Correlation Analysis.

Variable	CJF	JPC	COM	JS	WP
CJF	1				
JPC	0.064	1			
COM	0.079	0.189	1		
JS	-.248*	-.356**	-.334**	1	
WP	-.242*	-.401**	-.323**	.434**	1

#### 4.5. Regression Analysis

Multiple linear regression analysis is a statistical analysis method to determine the correlation dependence between two variables or multiple variables. On the basis of correlation analysis, this paper takes CJF, JPC and COM as independent variables, JS and WP as dependent variables, and chooses multiple linear regression analysis to test the research hypothesis.

##### 4.5.1. Regression Analysis of CJF, JPC, COM on JS

It can be seen from Table 6 that the explanation rate of CJF, JPC and COM to JS is 22.0%, and there is a significant linear relationship ( $F = 10.325$ ,  $p < 0.001$ ). CJF has a significant negative effect on JS ( $\beta = -0.209$ ,  $p < 0.05$ ), JPC has a significant negative effect on JS ( $\beta = -0.293$ ,  $p < 0.01$ ), COM has a significant negative effect on JS ( $\beta = -0.263$ ,  $p < 0.01$ ), so assume that H1a, H1b, and H1c are all established.(Tab:6)



Table 6: Regression Analysis of JS by CJF, JPC and COM.

Variable	B	SE	Beta	t	Sig.
(Constant)	5.733	0.404		14.178	0.000
CJF	-0.198	0.085	-0.209	-2.342	0.021
JPC	-0.258	0.080	-0.293	-3.237	0.002
COM	-0.214	0.074	-0.263	-2.901	0.005
R <sup>2</sup> =0.244, AdjustedR <sup>2</sup> =0.220, F=10.325, p<0.001					

#### 4.5.2. Regression Analysis of CJF, JPC, COM on WP

It can be seen from Table 7 that the explanation rate of CJF, JPC and COM to WP is 24.1%, and there is a significant linear relationship ( $F=11.496$ ,  $p<0.001$ ). CJF had a significant negative impact on WP ( $\beta=-0.201$ ,  $p<0.05$ ), JPC had a significant negative impact on WP ( $\beta=-0.343$ ,  $p<0.001$ ), and COM had a significant negative impact on WP ( $\beta=-0.242$ ,  $p<0.01$ ), so hypotheses H2a, H2b, and H2c are all established. (Tab:7 and Tab:8)

Table 7: Regression Analysis of WP by CJF, JPC and COM.

Variable	B	SE	Beta	t	Sig.
(Constant)	5.046	0.299		16.897	0.000
CJF	-0.143	0.063	-0.201	-2.281	0.025
JPC	-0.226	0.059	-0.343	-3.840	0.000
COM	-0.147	0.054	-0.242	-2.712	0.008
R <sup>2</sup> =0.264, AdjustedR <sup>2</sup> =0.241, F=11.496, p<0.001					

Table 8: Hypothesis Table.

	Description	Result
H1a	H1a: Does the challenge of job function competition in the store talent management system have a significant negative impact on KKV employees' job satisfaction.	Accept
H1b	H1b: Does the complexity of job promotion under the store talent management system have a significant negative impact on KKV employees' job satisfaction.	Accept
H1c	H1c: Does the ineffective communication challenge in the store talent management system have a significant negative impact on KKV employees' job satisfaction.	Accept
H2a	H2a: Does the challenge of job function competition in the store talent management system have a significant negative impact on KKV employees' job performance.	Accept
H2b	H2b: Does the complexity of job promotion under the store talent management system have a significant negative impact on KKV employees' job performance.	Accept
H2c	H2c: Does the ineffective communication challenge in the store talent management system have a significant negative impact on KKV employees' job performance.	Accept

## 5. Discussion and Conclusion

### 5.1. Study Findings

This study has three main research purposes. First, analyze the challenges faced by KKV stores in talent management based on the results of employee questionnaires. Second, to study the impact of the challenges faced by KKV employees in the store talent management system (high competition for job functions, complex job promotion, and effective communication) on their job satisfaction. Third, to study the impact of the challenges KKV employees face in the store talent management system (high competition for job functions, complex job promotion, and effective communication) on their individual job performance.

This study adopts the research method of questionnaire survey and four analytical methods: Descriptive analysis, Reliability analysis, Analysis of correlation, Linear regression to verify the value and Reliability of questionnaire data. Thus verify the research purpose and research results have full scientific and data support. The findings of this study will answer the following questions:

- 1) What challenges do employees face in the talent management system of KKV stores?
- 2) Have the challenges faced in the store talent management system affected the job satisfaction of KKV employees?

3) Have the challenges faced in the store talent management system affected the individual work performance of KKV employees?

The respondents for this study are employees of KKV retail.

### **5.2. Implication**

The implications of this study warrant further exploration to understand the relationship between in-store talent management challenges and “Generation Z” employees’ job satisfaction and job performance. The conclusion shows that there is a significant positive correlation between H1 and H2.

### **5.3. Limitation**

This study adopted a quantitative research design. Quantitative research methods are actually mainly based on the collection and analysis of statistical data, so they often obtain limited information from a large number of survey objects or observation objects. These results were then extended to a wider population of subjects. It allows researchers to collect data by sending questionnaires in the form of online questionnaires. Due to time and cost constraints, the researchers could not cover all the researchers in the KKV store, which is a large amount. The study will be narrowed down to a specific segment of the target population. G-power calculation results show that the total sample size is 98. Knowing that the G-Power app was used to determine the minimum sample size, the researchers decided to collect 100 respondents for the study.

### **5.4. Discussion and Recommendations**

Based on the research results, from the five major scenarios of talent management in KKV stores; early stage attraction, talent selection, recruitment management, training and development, and employee aging, discuss the solutions to the actual situation of the current store “Generation Z” talent supply.

#### **5.4.1. Model Innovation of Recruitment Channels**

“Generation Z” is the main target of store recruitment, and the communication language is more personalized for their employment demands. In order to fully attract these job seekers, recruiters need to constantly update their thinking and be active in more social networks in addition to traditional recruitment actions. A media website that recruits in a way that is closer to young people. The recruitment of most enterprises is managed centrally by the headquarters, and the stores have a certain degree of autonomy. According to the 2021 survey on talent management in stores in China’s retail industry in Beijing, more than 60% of HR will still use traditional recruitment websites for job posting and information promotion. In addition, the introduction of acquaintances in offline store advertisements is also a mainstream store recruitment channel. Job sites are still mainstream, but their effectiveness is declining. Offline stores are a natural channel for posting recruitment advertisements. Enterprises can use all suitable locations in the store to post recruitment information. In addition to traditionally placing posters in stores, they can also print recruitment QR codes at checkout counters and other places. Driven by social media recruitment, companies can conduct recruitment promotion through social media, and produce interesting copywriting and videos to attract employees in the early stage.

The introduction of acquaintances is effective, and the use of management is the key. If you can mobilize all employees of the company, and discover KOLs with a wide network of employees and charisma. It can double the effect, so it is very important to do a good job in the management and operation of internal referrals. Easy to disseminate and internally calculate the results. The first goal is to use the network of employees to advertise as much as possible, and making the operation simple and convenient is the top priority. In addition to related job information, forwarding the QR code through the enterprise WeChat to directly apply for referral management requires the ability to authenticate referral employees, and record and view the progress and reward status of referrals. Make one order and fulfill one order, let employees play the role of recruiting HR, actively attract and select excellent candidates of “Generation Z” until they are successfully hired, because the store recruitment candidates have a short cycle from being recommended to being hired, they can be successfully recommended in a timely and accurate manner, and let the referrer get the bonus incentive effect will be better.

#### **5.4.2. Strengthen School-enterprise Cooperation**

School-enterprise cooperation is in-depth and joint construction, and talent incubation is more advanced. Nowadays, there are “Generation Z” students on university campuses. School-enterprise

cooperation can help retail companies introduce talents in batches. Recruiting HR requires customer management to maintain school relationships. Launching the recruitment retail management training program on campus can select good seedlings from the students, reserve and train retail operation management talents in advance, on the other hand, retail management trainees are relatively more attractive in terms of salary, benefits, training and development, and promotion channels. To a large extent, it will attract more students to submit their resumes, which is convenient for enterprises to select talents in the later stage.

According to the positioning of the enterprise, a targeted practice training base is set up in the school, and the actual working scene of the store is integrated into the practice of the students, so as to cultivate talents for the enterprise itself in advance. For example, Yonghui Superstores and some colleges and universities in Chongqing have jointly built an operational smart new retail industry-education integration school-in-store training center to provide a growth platform for the majority of students before they officially start their jobs. For retail companies, C-end consumers on campus are also potential employees. Therefore, when the marketing department of the enterprise enters the campus to carry out brand or marketing activities, the recruiting HR must promptly and effectively take the ride to publicize, attract and recruit some students, and recruit with sales and product thinking.

#### ***5.4.3. Optimizing the Management System***

Only when retail enterprises carry out targeted training for employees according to the difficulties in the growth stage can they have a benign supply of store talents. The enterprise understands the specific operation of the entire organization according to the echelon training plan within the organization. For the establishment of a vertical system, employees in each position need to be equipped with a training course system, so that employees can continue to learn and improve in their professional fields, and as employees are promoted, the scope of training they face will also expand. "Generation Z" pays attention to personal value. In the process of training, enterprises should enable employees to gradually improve their job competencies, apply them to reality, and enhance their self-confidence. In view of the characteristics of long promotion lines for retail stores, the training system for each region should not simply pursue unity, but should be adapted to local conditions. The main purpose is to benefit the local market situation, such as promoting foreign language training in cities with more foreign tourists, etc., which is more effective for the training of "Generation Z" employees. In addition, the development status of the store will also follow the establishment of the training system, and seek more breakthroughs in innovation capabilities. Brainstorming and other methods can be implemented among employees to stimulate their enthusiasm. Advocate a training atmosphere in which everyone is a teacher, increase the enthusiasm for training, set up a training subsidy system, and encourage employees to pass on, help, and guide newcomers.

#### ***5.4.4. Reduce the Flash-out Rate of Store Talents***

The flash-off rate of "Generation Z" personnel is an urgent problem for retail companies to solve. According to the Beisen management survey of employee stores within three months: more than 30% of the employee turnover rate exceeds 40%. There are three main reasons for employee turnover: salary and benefits, direct reporting and limited development. To solve these problems, enterprises should pay attention to the practice of new employees during the trial period. The income of most store employees is strongly related to the performance of stores and individuals. It is necessary for employees to see the possibility that they can gradually earn more money and make use of their own advantages. The direct supervisor is the most important support to help new employees integrate and get started with the business. The personal ability, management level and style of the direct supervisor will directly affect the "Generation Z" employees' recognition of the company and their superiors, The personal ability, management level and style of the direct supervisor will directly affect the "Generation Z" employees' recognition of the company and their superiors, It is no longer the recognition of unilateral evaluation of subordinates by superiors in the past. Therefore, enterprises and managers must constantly improve their own requirements and capabilities, and follow the new trend of management talents. The development of a transparent promotion mechanism and a sound training support system will allow young people to see development opportunities and have full confidence in the future of this job. In addition, the working environment cannot be ignored. Many stores are usually located in noisy places such as roads and shopping malls. Improving the internal environment of the store and the optimization of facilities and equipment will help employees improve their perception and work comfort, so as to better retain the "Generation Z" employees for a long time.

#### ***5.4.5. Respect and Care is the Key to Employee Retention***

Optimize employee care to meet the individual needs of employees. "Generation Z" not only pursues

the value of work, but also cares about the value of their own lives. Enterprises should let employees fully feel cared and respected, and provide caring benefits, such as employee experience days, no-responsibility vacations, regular team building, holiday subsidies, etc. Broaden career development channels, improve career development channels and training systems, so that employees have room for development and growth. The last aspect is benefit sharing, allowing employees and store operations to adopt a partner model, or a dividend subsidy system, etc., so that employees and the company can advance and retreat together, and improve employees' partner psychology and manager mentality.

## 6. Conclusion

The era of new retail has arrived, and changes in the market environment have also put forward higher requirements for store talent management. All retail enterprise stores must respond and adjust in a timely manner according to market changes. "Generation Z" is a special group. Behind the concept of personalization and diversification is the realization of self-worth in the job hunting process. Store talent management should stand on the standpoint of "Generation Z" to optimize the recruitment system so that it can be established in many retail enterprises. Stand out from the crowd, improve corporate competitiveness and store revenue. Through the integration of promotion strategies and employee retention strategies, we will cultivate store management talents under the new retail model, and establish an innovative store management talent training system under the new retail model, thereby promoting the rapid development of retail enterprise stores.

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