

The Turnover Motives of Clothing Salesperson⁺

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Abstract

The study used 24 clothing salespersons who had turnover experiences.

It used a qualitative research method, through which the following turnover motives were found. The turnover motives can be classified into two: voluntary and non-voluntary.

The voluntary turnover motives include marriage, career change, wages, human relationship, family moving, study abroad, health problems, and so forth. This study finds that some salespersons made a turnover because they did not like the products and brand or they preferred another products and brand. This kind of turnover is unique in the field of clothing sales and seldom found in the motives of salesperson turnover in other fields.

The non-voluntary turnover motives are caused by non-personal, circumstantial factors which include the bankruptcy of companies due to economic depression, withdrawal of salesroom from department stores due to low sales, etc. This means that the creation, rise, and fall of fashion brands are closely related to frequent turnover of clothing sale associates.

As there are various motives for the salesperson turnover, so it is necessary for the clothing industry to examine and investigate the trends of its salespersons and establish an appropriate policy to cope with the matter.

Key Words : Turnover, Motives, Clothing salesperson

I. Introduction

Recently, the all-inclusive circumstances of clothing industry have been rapidly changing. The desires of customers are also getting more various; the patterns of purchase appear

more complicated than ever. In order to respond to this trend and to create long-term profits, clothing manufacturers and companies take every efforts to develop new marketing strategies, with which they want not only to create or attract new customers but also to

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raise the loyalty of existing customers. Especially with the uprise of on-line market, customers are more various purchase routes, which made the competition among retail stores more heated than ever.

Thus, it is necessary that there be in-depth studies on the effective management of retail stores and on the sales associate who plays a crucial role of connecting the industry directly with the customers. Likewise, the fashion industry could find a way or ways to utilize its salespersons, and it could establish customer loyalty, which would eventually result in the rise of sales and profits. The customers, through the service of clothing salespersons, also could make a good decision on the products and services of the manufacturers.

In the complicated and real situations of clothing sales, the clothing sales through salespersons are more direct and effective than the in-general advertisements. For salespersons can elastically adjust their marketing efforts to the desires of various customers. They can also negotiate on the sales terms with customers; they can form long-term relationships with customers by listening to the customers' complaints and satisfaction or dissatisfaction on the products and services. These humane relationships between customers and salespersons will help the industry and manufacturers to establish their own relationships with customers, which in turn will lead to their profits.

Since the customers are very well aware and concerned of dangers in clothing purchases, they are likely to be affected by the salespersons. In this respect, we should consider the relationship between salespersons and customers important.¹⁾ This kind of clothing salespersons' role is the foundation on which manufacturers can get advantage in

retail sales as well as in the competition among brands. The clothing manufacturers aware of this, and they also think it is very important to form and maintain the relationship between customers and salespersons.²⁾ A salesperson of high sales ability can raise the amount of sales in a retail store which used to be unsatisfactory in sales. If it is considered that the employment of the high-performance salesperson is one of the important factors in the sales rise, then we should be more concerned about salespersons, and there should be various scholarly approaches on the subject.

Most of the previous studies have been on the establishment, maintenance, development, and discontinuation of the long-term relationships between salespersons and customers within same brands and retail stores.

But there have not been any notable studies on the salesperson turnover. Salespersons' turnover rates are higher than clerks' turnover rates. Causing a heavy burden on the management of the industry, the rising cost in sales management due to the salesperson turnover is getting serious.³⁾⁴⁾

Previous research⁵⁾⁶⁾ in Korea investigated the turnover intention of salesperson, but it was not extended to the practical investigation on the motive of salespersons who made turnovers in the fashion retail. Therefore, this study, starting from the previous study on the turnover intention, aims at delving into the detailed motive of salesperson turnover.

II. Theoretical Background

1. Salesperson Turnover

1) Characteristics of Salesperson

Having face-to-face contacts with customers, and responding elastically to the desires of customers, salespersons are supposed to recommend them to buy the products or services of the company for which they work. Since the salespersons in department stores perform their role as important informants, the customers can make reasonable decisions on the purchases, and the distribution companies can attain the stabilized visits and purchases from the customers.

The roles of clothing sales associates⁷⁾⁸⁾⁹⁾ include: understanding the customers' desires and providing them with the product-related information; getting some necessary information for pricing the products; planning the product purchases; making attractive the salesrooms and display space; improving the image of salesroom; doing some managerial functions such as sales, check-out, and after-service.

They are also required to have certain qualities to successfully perform their jobs: they are able to find an appropriate distribution structure for product sales and select salespersons; they should have a sufficient knowledge on products and the professionalism on the job; they should be armed with leadership, customer-oriented minds, and other qualities of marketing associates.

It was proven that the older the salespersons get, the longer they work, and the more concerned of and innovational on fashion they get, the higher performances they show in sales, gathering practical information for relationships with customers. In short, they are getting more adaptable to their duties with their accumulating experiences.¹⁰⁾

Another study noted that the experienced

and brand-conscious customers of department stores regard it very highly to have the salespersons' service-oriented minds, sales efforts, moderate impression, inducement skills for sales, product knowledge.¹¹⁾

A study focused on female consumers reported that the order of importance among salespersons' services appear the same in any sales situations, regardless of product types. For example, in both stores of the formal dress and casual wear, salespersons' customer-oriented service is what the customers most highly regard.¹²⁾

2) Concepts and Types of Salesperson Turnover

The turnover means, in its broad sense, the opposite of job tenure; it is an aspect of employee turnover which happens when an employee quits the present job duty and moves to and takes another job duty. Here the term 'employee turnover' also denotes the termination of employment and the subsequent vacancy. So this term is inclusively used to mean not only the accession but separation as well.¹³⁾

Price¹⁴⁾ defined the term "turnover" as a degree of personal movement rather than the movement of a constituent in a social structure. Han¹⁵⁾ noted that the salesperson turnover is caused by the psychological state of an individual who recognizes that it is very difficult to obtain his or her goal in keeping his or her duty in the field where he or she presently belongs.

The reasons for high turnover rates are as follows: salespersons have the turnover intention in the first place when they are engaged in the sales job; this preconceived turnover intention affects the commitment into

the job duty, the individual achievements, the satisfaction on the job duty, and the commitment to the organization.

There are some differences of turnover intention among the salesperson groups in department stores. Classified on the basis of product type, the turnover intention of the salespersons in grocery stores is higher than clothing stores, but the turnover intention of the salespersons in durable consumer goods stores is lower than clothing stores. The turnover rates of salesperson in direct-management sales system are higher than collaborated stores. Another high turnover rates appear in the group of salespersons who are under 22 and unmarried and who have short experiences of about one or two years.¹⁶⁾

According to a study of clothing salespersons, as they are getting older, so their job adaptability increases; however, the job adaptability of 4th-6th year salespersons decreases temporarily and that of salespersons with more than 6-year experience increases. So it may be safe to say that there exists no meaningful correlation between the turnover rates and job adaptability.¹⁷⁾

The turnover, can be categorized into two, based on the subject of turnover decision: voluntary and non-voluntary turnover.¹⁸⁾¹⁹⁾²⁰⁾²¹⁾ Voluntary turnover means that employees themselves move from one job duty to another because of various reasons such as low wages, bad working conditions, supervision, leadership, family moving, career change, emigration, marriage, and childbirth.²²⁾²³⁾ In other words, the turnover happens when salespersons have their own personal problems or feel dissatisfied with the on-going working conditions.²⁴⁾²⁵⁾

The non-voluntary turnover is caused by the circumstances on the side of employer or organization. It is done in the form of dismissal, lay-off, forced retirement, temporary discharge, and death, all of which have nothing to do with the intentions of employees themselves. The non-voluntary turnover does not reflect the intention of employees; it only reflects the standpoints of the employers or organizations. In short, employees have to leave their jobs due to the inevitable causes beyond their control.

Porter and Steers²⁶⁾ categorized the reasons of turnover into organizational level factors, working condition factors, duty-content factors, and personal factors. And they maintained that the turnover rates decrease when the degree of job-duty satisfaction is getting higher. Darmon²⁷⁾ suggested another classification: personal factors related with salespersons such as age, work experience, and education; job-related factors such as achievement, job type, and rewards system; environmental factors like economic circumstances. According to a study by Ryoo²⁸⁾ there are four factors which affect the turnover.

The factors for duty satisfaction are fairness in promotion and fair opportunity of growth. The environmental factors include the credibility of company and humane treatment from the organization. The personal factors are age, years of continuous work, and educational background. All these factors compose main reasons for the turnover. But in a little different respect, if the culture of the organization in which employees work aspires to be relationship-oriented and innovational, the turnover intention is low.²⁹⁾ If individuals fit in with the organization, the duty, and the superior, then the turnover

intention is also low.³⁰⁾

A study on the salespersons of department stores by Lee, *et al.*³¹⁾ reported as follows: strong professionalism and high-level job handling ability help decrease the turnover rates; the more positive education on distribution system help employees to get strong professionalism, and high-level job handling ability decreases the turnover intention. The salespersons whose major concern in their job selection comes down to wages and treatment tend to have higher turnover intention. The salespersons whose professionalism and job-handling ability are low also have higher turnover intention. The salespersons who regard highly the creativity and specialty of the job show lower turnover intention than those salespersons who take the sales job by the recommendation of friends or acquaintances. Because these people in the latter group have low level job-handling ability, they have much higher intention of turnover.

III. Research Method and Procedure

1. Research Method

This study delves into the turnover motives of clothing sales associates, using a qualitative research method. Its main concern falls not on salesperson in general but only on the clothing salespersons who have experienced more than one turnover. The customers this paper mentions should be those customers introduced by the clothing salespersons who have the turnover experiences. Because of this limitation and customer's security, it was very difficult to get the personal information

of the customers who were following their salespersons. Finally, it was obviously anticipated that if the researcher interviews the customers introduced by a certain salesperson, they are very likely to have a prejudice toward the salesperson. Therefore, the interviews with the customers were excluded.

2. Research Process

This study, to analyze the minds inherent in the people's experiences, uses a qualitative research method, and uses the interview method for the purpose of analysis. This research was done in the order of selecting interviewees, developing the methods, contents, and procedure of interview, sorting and analyzing the materials.

1) Interviewee

There were some points to be considered when interviewees were selected: the selected salespersons should be familiar with the salesperson-customer relationship; they should have enough knowledge to explain the subject and circumstances; they should be presently engaged in the job. The preliminary interview took place with three persons in charge of marketing section of department stores and three salespersons in February, 2006.

According to the result of this preliminary interview, newly appointed salespersons (so-called youngest), instead of dealing with the customers, usually do some chores like salesroom clean-up, moving and stocking the products, running sales-related errands. The second year salespersons, usually as a cashier, have some face-to-face contacts

with customers. But their contacts with customers are limited; the contacts happen while they are checking out the customers, finding out the right sizes for them, or packing the products. All these activities are done after the sales are almost completed.

In general, salespersons begin to have a

face-to-face contact with customers when they do the job duty more than being a cashier. Therefore, from the third year, salespersons begin to form relationships with customers; the salespersons with less than three years of experience do not show any change in their relationships with customers.

<Table 1> Characteristics of Interview Clothing Salesperson

Variables Interviewee	Gender	Age	Sales Experience period(years)	Current Store Working Period	Turnover Time
A	F	36	8	3 weeks	5
B	F	32	8	3 years	2
C	F	37	15	1year 6months	6
D	F	34	13	4years	1
E	F	36	15	2years 5months	3
F	F	34	13	3 years	5
G	F	37	14	11months	7
H	F	32	8	3 years	4
I	F	36	15	6 months	5
J	F	32	12	6 months	3
K	F	39	20	1 year	10
L	F	38	16	3 years	5
M	F	39	15	3 weeks	4
N	F	40	10	3 weeks	4
O	F	46	10	1 month	3
P	F	36	12	4 years	3
Q	F	30	10	1 month	4
R	F	33	13	4 years	4
S	F	30	10	1 year 3 months	1
T	M	33	10	2years 6 months	2
U	F	35	10	5 years	1
V	F	34	12	1 year 6 months	4
W	F	32	10	1 year 6months	3
X	M	38	10	2 years	4

Thus, the salespersons, if they are the first class salespersons or shop managers, establish relationships with regular customers and bring out the movement and change of their previous customers. Therefore, this study selected the salespersons and shop managers with the turnover experiences.

2) Interview Procedure

The main interview had taken place from the 9th of March to the 15th of May, 2006. The interview method and contents are as follows: the purpose of the research to the persons in charge of advertisement or sales-promotion section of three department stores were explained; and sales managers worked in the departments recommended shop managers of men's, women's, and non-gender clothing salesrooms; the interviewees were chosen; the shop managers were talked on the phone to make an appointment, which was set up in their convenient time; finally a visiting schedule was made at the appointed time.

To get the time period they feel comfortable, the one-to-one interview method was used. Some general, non-structural questions were prepared so that the interviewees can freely answer the questions in their own terms. Each interview lasted about 20 or 25 minutes. Avoiding the afternoon when they get feel tired, I interviewed them in the morning when it is not so busy in the salesroom. To preserve and use the contents of interviews accurately, the interviews were recorded, with the consent of the interviewees, on a portable cassette player. Two interviewees refused the recording, in the case of which their answers were carefully written down on a note pad.

3) Research Analysis

To raise the credibility of the research and to maintain the researcher's unbiased standpoint, any leading questions were not asked so that the researcher's any possible prejudice should not affect the research result.

In order not to make the interview atmosphere stiff, the recording was not so extensive. After the interviews all the recorded contents were written down. The researcher asked someone else to check the contents in both forms in order to keep the validity of the interview contents. In the cases which the questions were not full asked, the researcher had a 5 minute telephone interview later.

IV. Result and Interpretation

1. Reasons of the Clothing Salesperson Turnover

1) Voluntary Turnover

(1) Career Change

"When I was pretty young and do not have much experiences, I couldn't work in the field of clothing sales. So my sister introduced me to a store that sells neckties or stuff like that. I worked there. You can't work as a clothing salesperson from the start. So I sold some neckties for a while . . . I was thinking I could move on to the clothing. . . I moved to the 'D' brand because I wanted to work in the clothing . . . when I moved to S department store to H . . . 'G' brand was on the rise. . . " (C)

"...to change my career I moved. . . " (H)

"In Seomyun area . . . I happened to work in a men's character brand . . . in a 'GG'

brand shoe store, and after I had some more work experience . . . " (L)

"Part-time jobs are like that, you know. In the meantime, I worked in a men's clothing for a while. . . as a full time job . . . With the experience in a boutique, I happened to get a salesperson job, and with some accumulated ability, I happened to be here. . . (A)

A research on the shop masters of major department stores in Seoul reported that, of the salespersons in the field of clothing sales, 32% wanted the job in the first place, 52 % happened to take the job by the recommendation of friends or acquaintances, 4% took the job as a continuation of their part-time job, and the rest had the other motives.³²⁾

Likewise, as shown in the case of "C" who had turnovers 6 times in her 16-year career and in the case of "L" who had turnovers 5 times in the same career period as "C," newly appointed salespersons, because of their lack of experience, thought of turnover, even when they start. And later on when they accumulated some experiences, they chose and moved to the brand and business type they preferred.

Meanwhile, "H" who turned over 3 times in her 8-year career stayed for the accumulation of work experiences. "A" who turned over 5 times in her 8-year career did not think the work as her profession and just happened to move on to places to places, as the circumstances allow, to get some spending money.

"I tend to stay in one place . . . I think that the circumstances do not change wherever you go . . . of course, it's easy

to move if you think about the money you can make in another place . . . Well, I just want to stay in one place and learn the work and accumulate my experiences for the better things to do . . . so I just stayed in one place quite a long while . . ." (D)

However, "D" with just one turnover thought that, instead of moving for higher wages, it would be better to stay in one place for work experiences and promotion and, after certain experiences accumulated, to move to another place with better conditions.

"I was a clerk on the bottom . . . worked as a youngest . . . in the second turnover, I wanted to be a shop master . . ." (E)

"You can call it a promotion . . . we have steps to take . . . first . . . because I took the first step . . . and then the third, and up to the second . . ." (I)

"I left the place I worked when I went to 'M' brand to become a manager. . . been working as a manager for about 6 years . . ." (G)

According to a study on the achievements and turnover of salespersons, if they have the high-level job handling ability, then they have high self-confidence, and their turnover intention is also high.³³⁾ Likewise, clothing salespersons also chose the turnover according to their ability and career. In this study, "E," "I," and "G" had a quite different turnover experiences from "D" who turned over just once because she thought experiences were crucial for promotion. In this respect, it is important for the industry and retail stores to control the promotion steps according to the salespersons' work experiences if they want to prevent them from frequent turnovers.

(2) Marriage and Childbirth

"At 26 I started to work as a manager, after delivering my baby, at 29 in 'BL' brand. (C)

"What with marriage and what with delivery, I quit for a while, and again I applied for this brand." (I)

"Because of marriage and delivery . . ." (H)

"I quit because of marriage and delivery . . ." (R)

"The third turnover was because I married and . . ." (E)

"In the middle of my career I married and had a childbirth, and had some personal matters, in the case that I worked at 'O' brand. . . had an accident and injured a little bit . . . took some rest . . ." (G)

"Had some rest after the delivery. . . I happened to work as an intermediate manager here." (J)

"Delivery and . . . raising my baby . . . and worked again . . ." (N)

Because of the sensual and visual characteristics of clothing products, the appearances of clothing salesperson are considered important. Since they have to have close face-to-face contacts with customers, the appearances of expectant mothers are not appropriate for clothing sales.

Female salespersons can quit the job for marriage and delivery and come back to the sales work, but they seldom come back to the same place they used to work; I cannot find any such case in this research. This means that the turnover is a common practice for the clothing salespersons and that clothing salespersons can work again after some non-working period.

(3) Choosing the Preferred Brand

". . . got higher wages, and what I wanted was not any moderate brand but unique brand style. . . reason I applied in this brand was just that I like this brand. . . " (H)

"Sometime I visit to the brand stores I like . . . 'cause I like the products. . . and if I like a certain brand . . .with the confidence, I can recommend the products. . .satisfied... " (W)

As companies trying to employ competitive salespersons, so clothing salespersons also make up their minds to move to the place which sells the brand they prefer, as in the case of "W," which is an example to show that the brand and value of the products can be a motive for the turnover.

"New thing . . . a challenge to the brand . . . I used to work for the strong female character brands . . .this is my first time challenge to 'caports'. . . I like this brand very much so I moved to here . . . I just want to have the brand if I like the style . . . so I worked for the strong character brand." (F)

The case of "K" shows that clothing salespersons can turnover because they prefer or are attracted to certain brands or styles so that they can work with confidence. All the above cases show that they turnover according to their own active styles.

"Because about 90% of my regular customers were doctor's wives, I used to like moderate style . . . in the place I worked right before this, their clothes are all too romantic style. So my customers got

suffered, I think . . . they must have felt sorry when I called. . . I think I got to quit . . . The marketing strategy of the department store I worked in was very strong in the domestic sales, but because they did not care much about 'famous brands' salesroom, they couldn't attract customers . . . Right in time, the department store of 'P' closed the business, and there was a kind of strategy that the department store of H 'famous brands' salesroom could attract the customers . . . I chose this brand. . . " (N)

The reason of N's turnover is complex. The brands she worked for were all in the famous brands saleroom, but her customer preferred some other styles. And she had difficulty inducing customers. And then with the help of the circumstances, a competing store happened to close the business. The salesperson, anticipating the movement of the up-scale customers, move to the salesroom of the brand she preferred and had confidence in selling. As Reynolds and Arnold³⁴⁾ noted that customers would move with salespersons if the new places have similar products as in the old ones, this case of "N" shows that it is easy to induce the old customers if salespersons move to a place where similar products are available as in the old place.

(4) Changing Work Environment

"Quite a while in one place, from a youngest and then promoted to the third, and second . . . in one brand . . . kept staying . . . became a shop manager at this young age. . . The brand I work for just before this one had kept a basic style that it didn't get affected by the trends, and I got tired of . . . I wanted to change

the brand I deal with . . . so I moved to this non-gender casual store." (S)

"Worked as a clerk . . .well, I mean . . . Wanted to change my working environments . . ." (P)

"Wanted to change the brand . . . and I got the offer . . . " (O)

Unlike the cases in which salespersons follow the brands they prefer, the cases right above are the examples of turnover motive of salespersons who move to another places because they get tired of the same brand they deal with.

The reason for turnover can be that the brand is too basic so that the salesperson got tired of. Compared to the cases (I, W, F) in which salespersons actively chose the brand they prefer, the cases of S, P, and O show a passive attitude in their turnovers. Furthermore, in these cases, if they deal with the brands and clothing styles which do not follow the trends, clothing salespersons got tired of the sale work. In short, not only the brand but the style of products affect the salesperson turnover.

(5) Wages (Terms)

"Before . . .well . . . had some problems with the boss . . . I moved because of low wages." (B)

As previous research³⁵⁾³⁶⁾ considered the wages terms as a reason for turnover, this research also found that the dissatisfaction with wages led to a friction with the superior and the turnover.

". . . and I can make money more than clerks if I work hard . . . in any event. . . commission-based salesroom . . ." (P)

" . . . to raise my value I moved to another brand. In fact, designer brands do not give high commissions . . ." (L)

Salespersons' annual salary level varies according to brands, commercial rights, and individual abilities. A yearly stipend and intermediate manager system are disappeared, and from 1994 the commission system became a general tendency.³⁷⁾

In the P's case, the salesperson moved to the same brand in another department store. She used to work as a clerk, but happened to have a chance to become a shop manager of a commission-based salesroom. The salesperson in the case of L chose the turnover because the wages in the designer brand was too low. But L's case shows that the difference on wages level is the reason for turnover.

"Promoted from a youngest . . . I worked only in female career . . . moved to better conditions . . . and wages are also concerned . . ." (K)

". . . got pay raise . . . following the better conditions . . ." (I)

The case of "k" worked only in the female career brands for 20 years of her career, and her specialty in the field enabled her to make turnover. In the case of "I," the salesperson moved to another brand salesroom when she had enough experiences. The opportunity of promotion, wages, challenging duty, self-satisfaction, monetary benefits were all the reasons for the turnover.

(6) Human Relationship

". . . and I don't like the work, so I moved . . . when I'd say I don't like the

work, . . . I mean, there is a problem in the relationship with the co-workers or working styles I like the brand, though . . . I didn't like the atmosphere in the place." (A)

Porter and Steers³⁸⁾ classified the turnover reasons into the organizational factors, work-environmental factors, job content factors, and personal factors. They also examined the job satisfaction, and noted that these factors were closely related with the job satisfaction. But this study found that although clothing salespersons personally preferred styles of the brand, they can turn over because of the stress, bad working environments, and relationship with the co-workers.

(7) Study Abroad

". . . and for 5 months I was studying in Japan . . . about 7 years ago . . . again in Seoul I happened to work in men's clothing sales . . ." (L)

The case of L was well aware that education is important and clothing salespersons also need specialty. And she invested to get her specialty. In that effort, she went to Japan and studied the fashion coordination and came back to work again.

(8) Long-Distance Moving

"I used to work in Busan . . . worked as a salesperson in Seoul. . . as Busan is my native place, I wanted to come back . . . All my family is here . . . right in time, 'T' brand was about to open at the department of H . . ." (L)

L made a turnover when she moved to Seoul from Busan. And she wanted to come

back and work in Busan. L's case shows that family moving and emigration are also a motive of turnover.

(9) Health Problems

"Because of my personal circumstances, I had two abortions and worked in 'R' department store . . . the brand had some problems . . . I worked 3 years as an opening member 'D' brand in the department store of L branch . . . took a break of ...about a month . . . and come back to work here in the department store of L, the other branch. . ." (V)

"I had some personal things to do. . . When in 'O' brand. . . had an accident. . . injured a little bit. . . got some medical care in the hospital . . . took some rest . . . moved to another brand salesroom. . ." (G)

The case of V had 4 turnovers in her 12-year career, and out of those 4 turnovers, the reason for 3 turnovers was the health problems. With 14-year experiences, G had an accident and could not work, but after she regained her health she continued working in another brand salesroom.

2) Non-voluntary Turnover

(1) Brand Bankruptcy

"When working as an intermediate manager, the brand had a bankruptcy and IMF was hitting . . . Superiors at the department of H recommended me to 'TB' brand . . . I always worked in department stores. I started in the 'B' department store . . . Moved from 'H' department store to 'L' department store, I did the same brand, though." (C)

"Because of the bankruptcy I moved to a better brand . . ." (X)

"In a department store in Woolsan I worked as a youngest, but the brand bankrupted . . ." (Q)

"Because the department store closed the business . . ." (J)

From November in 1997, Korea had the IMF situations and experienced an abrupt economic depression. Many fashion related companies' bankruptcy and lay-off caused high turnover rates.

This research also showed that in this period of IMF salespersons's turnover was occurred by the recommendation of the people in department stores. Since the interviewees in this research have more than 8 years of experiences, many of the interviewees had to leave their job and find another because of the economic circumstances, which compose one reason of non-voluntary turnover.

(2) Withdrawal of Store in the department

"I had to move because the department store had some problems . . . Worked as a manager and also as a intermediate manager. . . the brand was withdrawn. . ." (K)

"Got an offer, and the brand's withdrawal . . . Been in 'L' department store at Seomyun for 8 years . . . I work for 'W' brand for the first time in this department store." (T)

"Turnover . . . I had once . . . because of the brand's withdrawal. . ." (U)

"Was working in an agency store at first . . . the agency store closed the business, so I made a turnover . . . and the one before this was on the verge of withdrawal, so I

just quit." (R)

"At the one before this, they withdrew the salesroom" (A)

"The second time when I moved I was at 'Ei' brand in Gwangbok-dong as a youngest . . . they withdrew . . ." (Q)

Companies' withdrawal of brand can be a cause of turnover(K, T, U) or the low sales in the department and the change of company marketing plan(R, A, Q).

(3) Management of Sales Amount

"My store is on intermediate management system. . . Above all, we move to make more money . . ." (M)

When salespersons take the job of intermediate management, they have to care more about the sales amount. For intermediate managers register the business on their own names and they have to pay the workers of the store. If their long-term sales amount is less than that of department store, the store will be withdrawn. And salespersons move to somewhere else. Therefore, this salesperson, as an intermediate manager, can be a salesperson and an owner of the salesroom in the department store. In this case, the cause of the turnover of the salesperson was not voluntary.

V. Conclusions

In the turmoil of the environmental change in the fashion industry, the competition of retail stores is getting heated more everyday. It is no wonder that the role of salesperson is getting bigger and bigger. Especially for

fashion retails, crucial is the study on the clothing salesperson as well as the understanding of the consumers.

This study examined the turnover motives of clothing salesperson who mediates the industry's image and sales improvement. For this purpose, the interviews took place with 24 salespersons in 3 department stores and the result was analyzed, from which the following conclusion was deduced.

First, as a voluntary motive of clothing salesperson turnover, marriage and delivery are one of the major factors in the turnovers. Many female salespersons, due to marriage and delivery, have to leave their jobs temporarily and come back to work later. Career change, wages, relationships with co-workers, family moving, study abroad, health problems all belong to the category of voluntary motives of the turnover. Some salespersons make a turnover because of their emotional attitudes toward the products; they move to the salesrooms for the brands they prefer; or they leave the job because they are tired of the brands with which they are dealing.

All these voluntary motives of the turnover are distinguished features, which are seldom found in any other fields of business types

Second, clothing salespersons sometimes have to leave their jobs without their own intention at all. This second category, composed of non-voluntary motives of clothing salesperson turnover, include such cases as the following: shut-down or bankruptcy of the brands due to the economic depression and the bankruptcy crisis of holding companies; the withdrawal of the store from department stores due to the low sales. These inevitable circumstances cause the creation, rise, and fall of fashion

brands, which in turn cause the frequent turnovers of clothing sale associates.

In this juncture, the fashion industry needs to comprehend the various motives and situations of the salesperson turnover and to control the turnover with elastic strategies for the benefit of both sides.

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