Post-90s Young People's Turnover Tendency and its Implication for Organization Development: A Mixed Methods Research

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Abstract

In the 21st century, more and more post-90s young people gradually entered the workplace and became a new force that cannot be ignored. However, because of this group's unique group character, living environment, and employment concept, the turnover rate after 90 is generally higher, to a certain extent, increasing the cost of enterprises to bringing new challenges to the management of enterprises.   This article uses a needs assessment study with two goals：1）to identify the priority needs of organizational factors in terms of a.) work values; b.) job satisfaction; organizational commitment; c) and d.) adaptiveness to change. 2）to propose a set of organizational development interventions according to the priority needs. This study used a semi-structured questionnaire with fixed options and open questions to collect data from interviewers. Data analysis and synthesis programs include descriptive statistics and content analysis. The actual sample was 193 respondents who completed the questionnaire, and 181 out of 193 respondents provided qualitative advice in the Open Questions section. Based on the main survey results of quantitative and qualitative data, and according to this, the corresponding OD intervention measures are put forward to provide a helpful reference for enterprises to reduce the turnover rate of employees after 90. This study found that, personalized on-the-job training, Fair pay distribution, Human enterprise atmosphere and Occupational adaptability can influence employees' turnover tendency.

Key Words: Post-90s employees, job satisfaction, work values, human resources, organizational commitment, turnover intention,   adaptiveness to change

Introduction

The new generation of post-90s has a high turnover rate, which significantly impacts the company. The unique group personality and living environment of the post-90s generation have brought considerable challenges to enterprises and managers. From managers' perspective, they are unstable, independent of mind, poor in self-discipline and self-confidence. The high turnover rate of the new generation of post-90s employees is the biggest obstacle to the company's development and brings enormous challenges to managers.

Human resources are the core driving force of enterprise development, bringing continuous competitive advantages to enterprises. However, there is an apparent high rate of brain drain in the current labor market, especially the post-90s employees' brain drain rate remains high. "Human Resources White Paper" data shows that the overall employee turnover rate from 2018 to 2019 was 20.9% and 18.9%. According to the "Report on Employment of Chinese College Students" released by the Max Institute in 2019, the turnover rate of Chinese college graduates in 2018 was 33% within six months of graduation, and 98% of them have already voluntarily resigned. The post-90s generation, as a new force in sending letters to the company, frequently resigning will reduce the company's work efficiency. Therefore, it is very beneficial for the company to manage the post-90s employees better and promote their normal business development by mining and analyzing the related factors affecting post-90s employees' turnover intention. (Yi. 2020)

At present, China's internal and external situations have undergone many changes. The Sino-US trade war is on the verge of breaking out, and China is facing a critical period of economic transformation and upgrading. The emergence of new technologies and models, such as the internet plus, sharing economy, and supply-side reforms, has impacted the old labor relations and management model. With China's gradual disappearance of the "demographic dividend" and the need for economic restructuring, labor conflicts are becoming increasingly tense. As a result, the extensive labor relationship management model in the past can no longer meet the requirements of the times. By creating a good relationship atmosphere, standardized labor relationship management has become the focus of current corporate management.

Research objectives

1. To identify the priority needs of organizational factors in terms of a.) work values; b.) job satisfaction; organizational commitment; c) and d.) adaptiveness to change.
2. To propose organizational development interventions according to the priority needs.

Research Problem

1. What are the priority needs of a.) work values, b.) job satisfaction, c.) organizational commitments, and d.) adaptiveness to change?
2.What can organizational development interventions according to the priority needs be proposed?

Hypotheses

H1o   Organizational commitment has no significant relationship with turnover intention.

H1a   Organizational commitment has a significant relationship with turnover intention.

H2o   Work values have no significant relationship with turnover intention.

H2a   Work values have a significant relationship with turnover intention.

H3o   Job satisfaction has no significant relationship with turnover intention.

H3a   Job satisfaction has a significant relationship with turnover intention.

H4o   Adaptiveness to change has no significant relationship with turnover intention.

H4a   Adaptiveness to change has a significant relationship with turnover intention.

Literature Review

Organizational commitment

Organizational commitment generally refers to the strength of individual identification and participation in the organization. Employees with high organizational commitment have a strong sense of identity and belonging. Organizational commitment is an important attitude variable widely studied in human resource management, organizational behavior, and organizational development theories, widely studied by academia, which makes the definition vary in research （Noraazian & Khalip., 2016), but the key part of the definition has not changed. Through its investigation. (Li & Ngo., 2017). At present, the research on this definition still refers to the organizational commitment theory of (Meyer & Allen., 1991). They emphasized that organizational commitment is the most organizational emotional dependence, recognition, and participation of employees. It reflects the psychological bond that connects employees to the organization.

Work Values

Values determine the degree of consistency between employees and the organization or enterprise's goals. They shaped their individual goals and intentions, personal behavior, and the means at work. People's fundamental beliefs and values also affect people's judgment and things in work. Before employees join an organization or company, they have already formed a mindset distinguishing between right and wrong. Their values guide them to know what is reasonable and what is unreasonable. (Stephen et al., 2019).

Most researchers seem to identify the same concatenation of three work values: 1) intrinsic or self-actualization values, 2) extrinsic or material values, and 3) social or social relationship values (Alderfer et al., 1990). derived a related three-fold work value classification by considering the results: 1). Instrumental results, such as working conditions and benefits. 2). Cognitive results, such as interest and achievement. 3). Emotional results, such as relationships with colleagues.

Adaptiveness to Change

Adaptiveness to change is a psychosocial construct that represents the resources individuals have to cope with current and anticipated tasks, transitions, and traumas in occupational roles that alter their social integration to a greater or lesser extent in a large metropolitan area   (Xuhua Yang et al., 2019)

Job Satisfaction

Job satisfaction will directly affect the work behavior of employees. Mainly affected by the inner part of the job: challenging work, more interesting, satisfying remuneration, and good workplace. (Robbins et al. 2019). One of the most widely used definitions in organizational research is the definition of (Edwin., 1976), which defines job satisfaction as "a pleasant or positive emotional state resulting from the evaluation of work or work experience." Evaluate at the global level (whether the individual is satisfied with the job as a whole) or aspect (whether the individual is satisfied with the different aspects of the job). (Spector, 1997).

Turnover Intention

The employee's willingness to leave refers to the possibility of the employee leaving the current job position. Regardless of its location, scale, or nature of business, every organization always pays excellent attention to the employee's intention to leave. When employees are about to leave the organization, substantial direct or indirect costs are incurred. (Perez., 2008)

Intention to leave has proven to be one of the most expensive and seemingly trickiest human resource challenges facing organizations. The recruitment and selection of employees, personnel procedures, and induction training to the final departure of employees leave the organization with huge costs. For the organization, the employee's intention to leave means a waste of investment in personnel selection and training. In addition, the high turnover rate of employees in the organization can adversely affect the motivation of existing employees. (Belete AK. 2018).
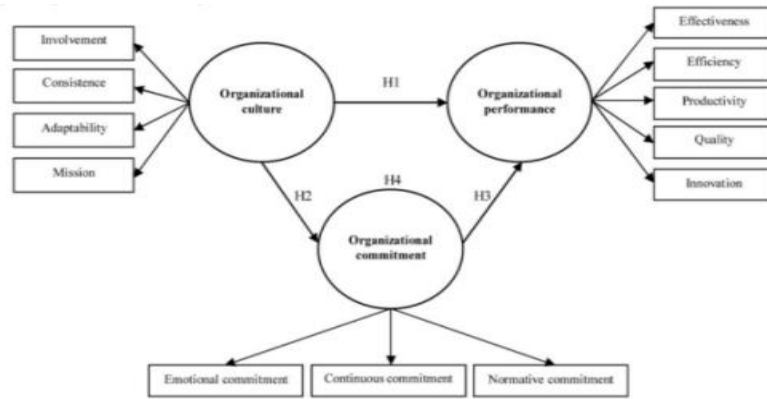
Research Framework

Theoretical Framework I

As shown below, Nikpour (2017) studies illustrated the interrelationship between organizational culture, organizational performance, and organizational commitment.

Figure 1

Theoretical Framework 1

Nikpour (2017). The impact of organizational culture on organizational performance:
The mediating role of employee's organizational commitment.
International Journal of Organizational Leadership, *6*, 65–72.

Theoretical Framework II

As shown below, studies illustrated the interrelationship of the four variables whereby work value directly impacts job turnover intention. At the same time, job satisfaction and organizational commitment are mediating variables affecting turnover intention.

**Figure 2**

Theoretical Framework 2
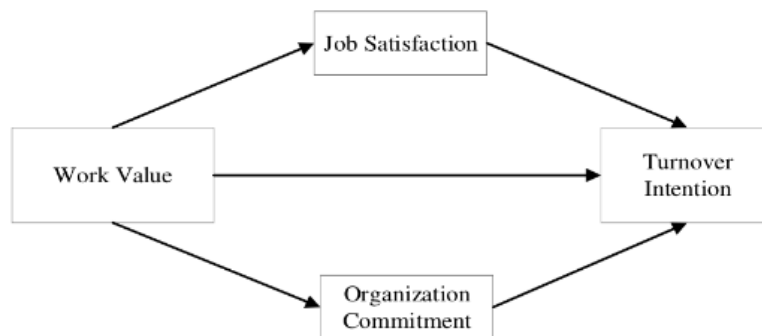
(Liu, K et al., 2020). Work values and turnover intention among new generation employees in China are based on the multiple mediator model. *Communications of the IBIMA*, *2020*.

Theoretical Framework III

As shown below, Chen et al (2018) illustrated the interrelationship of the three variables whereby contextual influence directly impacts adaptiveness and positive youth development; meanwhile, adaptiveness and positive youth development are interrelating.

Figure 3

Theoretical Framework 3
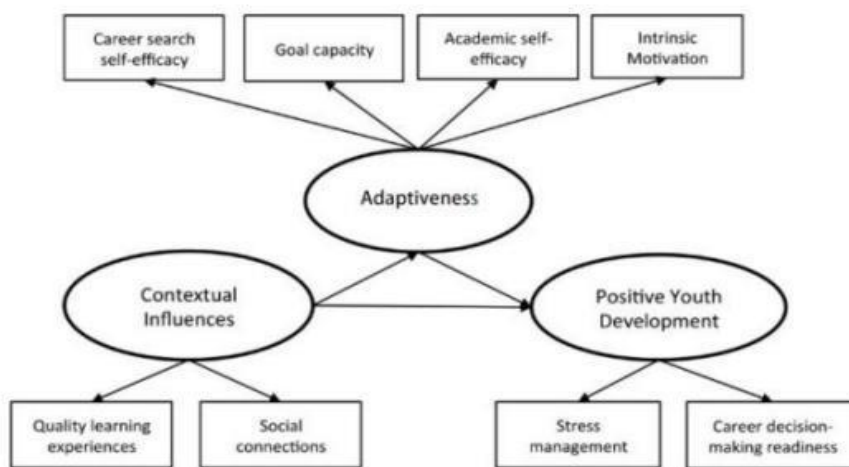
Chen, Z., Solberg, S., & Ye, A. (2018). Chinese Youth Career Adaptability: Contextual Influences and Pathways to Positive Youth Development. *Article Information*, *52*(6), 934–959.

Conceptual Framework

As illustrated below, the central theme of the conceptual framework is the turnover intention, whereby this variable is inter-woven with organizational commitment, work values, job satisfaction, and adaptiveness to change—the choices of variables derived from the literature review.

Figure 4

Conceptual   Framework
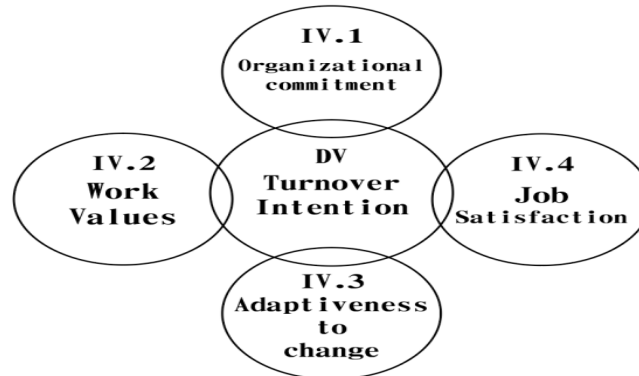
Source: Developed by the author for this research

Operational Definitions of Terms

Adaptiveness to change refers to the ability to cope with tasks and difficulties to solve them.

Job satisfaction refers to the emotional state at work through assessing salary, work environment, task clarity, career planning, and colleague relationship.

Organizational commitment refers to the subjective supportiveness of the individual after the organization or enterprise, including three parts of obedience, belonging, and consistency.

Work values refer to the value judgments formed in the career, work, and self-relationship.

Adaptiveness to change refers to the ability to cope with tasks and difficulties to solve them.

Job satisfaction refers to the emotional state at work through assessing salary, work environment, task clarity, career planning, and colleague relationship.

Research Methodology

Data Analysis

The data analysis and treatment were descriptive statistics (e.g., Mean, Standard Deviation), with the 95% confidence interval as the parameters to confirm null and alternative hypotheses.

Table 1

Correlation Chart

Degree of Correlation	Interpretation
$0.0=|r|$	No correlation
$0.0<|r|<0.2$	Very weak correlation
$0.2\leq|r|<0.4$	Weak correlation
$0.4\leq|r|<0.6$	Moderately strong correlation
$0.6\leq|r|<0.8$	Strong correlation
$0.8\leq|r|<1.0$	Very strong correlation
$0.0=|r|$	Perfect correlation

Based on Table 1 and consideration of the research situation, 180 sample size and 9% sampling error are the acceptable benchmark for the research.

Scope of population and sampling

The actual samples came from friends around them, former classmates and expanded by snowballing. The sampling plan is a purposeful sample, so the nature of the target population is homogeneity, meaning the respondents were born in the 90s.

Scope of the Research Instrument

This research employed a structured questionnaire，which contained 24 questions and the five-point Likert scales that rated each question. For example, 1-Strongly disagree, 2-Disagree, 3-Neutral, 4-agree, 5-Strongly agree. The structured questionnaire was IOC validated and tested for reliability.

Three experts of Ph.D. holders were requested to conduct the index objective congruence (IOC) on the questionnaire's initial design. The structure of the questionnaire comprises two main parts——See Table

Table 2

The Result of Item Objective Congruence (IOC)

Part	Variable	No of Question	Question	IOC
Part I	Demographic Profile (e.g., gender, age, education level, Working period, monthly income, The number of changes to your job)	6	Q1-Q6	1.00, 0.67, 0.67, 1.00, 0.67, 0.67
Part II	Organizational commitment (IV)	3	Q7-Q9	1.00, 0.67, 1.00
	Work Values (IV)	3	Q10-Q12	1.00, 1.00, 1.00
	Adaptiveness to change (IV)	3	Q13-Q15	1.00, 1.00, 1.00
	Job satisfaction (IV)	4	Q16-Q19	1.00, 1.00, 1.00, 1.00
	Employee retention tendency (DV)	3	Q20-Q22	0.67, 1.00, 1.00
Part III	Open questions (e,g., reasons for choosing to leave, ideal job)	2	Q23-Q24	1.00, 1.00

Item Objective Congruence (IOC)

The Item Objective Congruence Index is the initial measurement of the questionnaire's item contents validity. For this research, the researcher invited three experts to evaluate the content validity of the questionnaire.

The evaluation criteria are shown below. The criteria score of the questionnaire's acceptable item must be greater than or equal to 0.66 based on three experts.

+1 = Congruent

0 = Questionable

-1 = Incongruent

The result of the IOC showed that all questions' IOC index is greater than or equal to >= 0.66. Therefore, it signifies that all items are acceptable to use in the research survey. Additionally, experts also gave some better suggestions on some items' expressions. Thus, the ultimate English version of the questionnaire was developed after further modification based on the expert suggestions.

Table 3

Reliability Test Results

Variable	No of Question	Question	IOC
Organizational commitment (IV)	3	3	Reliable
Work values (IV)	3	3	Reliable
Adaptiveness to change (IV)	3	3	Reliable
Job satisfaction (IV)	4	4	Reliable
Employee retention tendency (DV)	3	3	Reliable

Reliability Testing

According to the empirical education journals and international standard statistic criteria, Cronbach's alpha acceptability value is around 0.7, and the value reaches 0.9, or greater is better (Cortina., 1993). In Table, Cronbach's alpha for the factors ranged from 0.775 to 0.915, which exceeded the acceptable value of 0.7; this indicates that all items in each factor were reliable and consistently reflected the relevant concept.

Data and Discussion of Results

Table.4

Demographic Profile

Variable	Fequency	Percent	Cumulative Percent
Gender of respondents			
Male	75	38.07	38.07
Female	122	61.93	100
Total	197	100	
Age of respondents			
18-22 years	34	17.26	17.26
23-27 years	142	72.08	89.34
28-31 years	21	10.66	100
Total	197	100	
Education of respondents			
Bachelor degree	161	81.72	81.72
Bachelor degree or above	35	17.77	100
Total	197	100	
The number of changes to your job			
Less than 3 years	80	40.61	40.61
3-7 years	114	57.87	98.48
7-10 years	1	.51	98.99
More than 10 years	2	1.02	100
Total	197	100	
Monthly income			
Less than ￥3000	0	0	0
￥3001-6000	138	70.05	70.05
￥6001-10000	55	27.92	97.97
More than ￥10000	4	2.03	100
Total	197	100	

First, 197 respondents filled out the structured questionnaire, greater than the 180 originally planned. Seventy-five respondents (38.1 percent) were male, and 122 respondents (61.9 percent) were women.

Secondly, the respondents were mainly between the ages of 23 and 27 (n=142), respectively, 72.0%, 18-22 (n-34), 17.3%, 28-31 (n=21), 10.7%.

Third, 161 (81.7%) were bachelor's degrees. Bachelor's degree or above accounted for 36 (18.3%). In terms of the number of job changes, the leading replacement of 3-6 jobs (112, or 56.9 percent), three jobs (83, 42.1 percent), more than six jobs (2, 1 percent) of the salary level, 138 persons, or 70.05%, and 55 persons, or 27.92%， percent, were ￥6001-10000 ($940-1562.8). Percent, or more than ￥10001 ($1563.0), or 2.03%.

Results and Discussion

Table 5

Descriptive Analysis of Organizational commitment

Question of Organizational commitment	N	M	SD
Q.1 I am clear about who we are as the company.	197	3.74	.801
Q.2 I can seek help from other co-workers to make the company more successful.	197	2.58	1.01
Q.3 I am excited about the company's strategic planning, which motivates me to pursue long-term growth and success.	197	2.65	.944
Valid N/Total Mean and Std.Deviation	197	2.99	.918

The average mean of the questions related to organizational commitments is between 2.58 and 3.74. This statistical finding indicated that most respondents do not know their position enough, and they have few or occasional choices to seek help from colleagues at work, which they rarely or occasionally find beneficial to the company's strategic planning. As a result, they rarely feel a sense of belonging in the company for most of the time.

Table 6

Descriptive Analysis of Adaptiveness to change.

Question of Adaptiveness to change	N	M	SD
Q.1 I can overcome challenges or obstacles in terms of change.	197	2.55	1.02
Q.2 I believe I can do to succeed or fail does not matter as long as I can learn from the experience.	197	2.57	1.14
Q.3 When I encounter a problem, I will face and deal with it directly first.	197	2.61	.986
Valid N/Total Mean and Std.Deviation	197	2.58	1.05

The average mean of questions concerning adaptive change is between 2.55 and 2.61; this suggests that in most cases, respondents feel confused and do not know what it means to work here, and they rarely think they can talk to colleagues or superiors—a standard and tacit understanding of the completion of the company's objectives.

Table 7.

Descriptive Analysis of Job satisfaction

Question of Job satisfaction	N	M	SD
Q.1 My work is challenging-interesting that allows me to learn how I can improve my job.	197	2.55	1.13
Q.2 I feel reasonable when it comes to the current remuneration.	197	2.60	1.09
Q.3 I receive guidance from my supervisor on my development plan	197	2.76	.920
Q.4 I can finish my job because of systematic workplace processes.	197	2.74	1.06
Valid N/Total Mean and Std.Deviation	197	2.66	1.05

The average mean of questions about job satisfaction was between 2.55 and 2.76, indicating that respondents rarely considered their work challenging to be helpful to their development. Furthermore, the leader has little hope, meaning the boss rarely helps them develop future development plans. Moreover, most respondents considered the process to be confusing.

Table 8

Descriptive Analysis of Employee retention tendency.

Question of Employee retention tendency	N	M	SD
Q.1 I am encouraged to think differently or creatively	197	2.69	.996
Q.2 I am encouraged to accomplish my work regardless of how difficult it is	197	2.60	1.10
Q.3 I experience that everyone treats each other with respect as a way to build good relationship.	197	2.61	1.12
Valid N/Total Mean and Std.Deviation	197	2.63	1.07

The average mean of questions about the tendency to retain work is between 2.60 and 2.69; this explains that there has been a lack of mutual respect at work for a long time and that most respondents are rarely motivated when they encounter difficulties at work.

Table 9.

Descriptive Analysis of Work values

Question of Work values	N	M	SD
Q.1 I am given the opportunity to develop myself while working here.	197	2.65	.986
Q.2 I can you work professionally with my superior and co-workers to support the company goals.	197	3.74	.920
Q.3 When I face any issues at work, I receive support from the workplace to deal with them.	197	2.58	1.05
Valid N/Total Mean and Std.Deviation	197	2.99	.985

The average mean of questions about job satisfaction was between 2.58 and 3.74, indicating that

respondents rarely considered their work challenging to be helpful to their development. Furthermore, the leader has little hope, meaning the boss rarely helps them develop future development plans. Moreover, the vast majority of respondents considered the process to be confusing.

Table 10.

Pearson Correlation

Independent variables	P-value	Pearson correlation results (r)
Work values	< 0.001	0.667
Adaptiveness to change	0.027	0.489
Job satisfaction	< 0.001	0.644
Employee retention tendency	0.030	0.683
Organization commitment	< 0.001	0.696

This Table 10 showed that the independent variables of work values, job satisfaction, and organization commitment are $p< .001$. adaptiveness to change $p< .028$ which is $p<.05$ parameter. employee retention tendency $p< .030$ which is $p<.05$ parameter. Based on the 95% confidence interval of p-value interpretation, all independent variables were significantly correlated with turnover intention. According to Pearson correlation results (R), the higher the value, the stronger the correlation is with the dependent variable. We can conclude that work value and job satisfaction, and organization commitment the independent variables most correlated with significant influence on turnover intention.

As can be seen from the table:

The majority of the respondents were men, 91 people, accounting for 53.53%. There are fewer women among the interviewees, 79 people, accounting for 46.47%.

The Results of the Contents Analysis

In open-ended questions, when asked about any future improvements to the company and why they left the organization, they provided recommendations on the outstanding questions of the structured questionnaire. Analyze and consolidate all responses. The following topics appear in the content analysis:

Topic 1: What advice do you have for future improvements in the company?

Theme 1: "Looking forward to the future of the company can improve the company's staff training system" (Respondent #66)

Theme 2: "Pay attention to the training of new people" (Respondent #42).

Theme 3: "Streamline workflows" (Respondent #19)

Theme 4: "Improve the management of the company" (Respondent #36)

Theme 5: "Strengthen communication between departments and staff within departments. Increase emotional circulation" (Respondent #17)

Theme 6: "Hope the company can be very reasonable to allocate resources and develop an effective incentive mechanism to promote employee motivation. (Respondent #3)

Topic 2: What is the reason for staying in the company?

Theme 1: "Feel a sense of belonging to the company" (Respondent #66).

Theme 2: "Attracted by the personal charm of the leader." (Respondent #19).

Theme 3: "Stabilize a decent income and plenty of spare time." (Respondent #31).

Theme 4: "Generous benefit.". (Respondent #25).

Theme 5: "Clear future development guidance." (Respondent #27).

Theme 6: "Colleagues lead a good relationship." (Respondent #15)

Topic 3. The reason for the idea of leaving

Theme 1: "Do not get along with the leader" (Respondent #63).

Theme 2: "I am confused about working in this company." (Respondent #50).

Theme 3: "Unsatisfactory salary." (Respondent #39).

Theme 4: "There is much pressure at work." (Respondent #31).

Comparative Quantitative and Qualitative Findings

Table 11.

The Comparative Results of Quantitative and Qualitative Findings Related to Five Variables

Quantitative Findings				
Factors	**Pearson correlation (r)**	**Rank**	**Themes**	**Frequency**
Organization commitment	0.696	1	Staff training system	22.5%
Employee retention tendency	0.683	2	Employee compensation and benefits	19.8%
Work values	0.667	3	Good relationship	16.2%
Job satisfaction	0.644	4	Clear direction	16%
Adaptiveness to change	0.489	5	Company management process	11.4%

The table 11 showed that all the independent variables of organization commitment, employee retention tendency, work values, job satisfaction and adaptiveness to change with correlated significantly. On top of that, Organization commitment, employee retention tendency, and work values are the three most significant independent variables.

In qualitative research interviews, the staff training system, employee compensation and good relationship as factors that satisfied them.

Personalized on-the-job training.

Employees with 90s born groups have their personalities; they advocate freedom and desire to be respected; when entering the workplace, personal ideals and the company system do not match, they will tend to leave. Therefore, enterprises should improve and update the enterprise training system to keep pace with the times. For this group arrangement by targeted induction training, managers should actively communicate with post-90 employees, understand this group and their needs, and according to the group characteristics of post-90 employees to develop effective training content, after 90 without support; the ability to resist pressure is feeble. When they encounter difficulties, negative emotions develop, and gradually become dissatisfied with the company. As a result, employees can relax their tension through regular company activities. At the same time, we must pay close attention to the psychological state of employees, through the interests of post-90 employees, timely elimination of problems and dissatisfaction at work, so that employees put down the psychological burden, give full play to autonomy, and actively adopt employee's constructive new ideas to meet the self-worth of post-90s employees to achieve the needs and achievements of the needs.

Fair pay distribution.

Post-90 employees pay more attention to salary and attach great importance to the fairness of salary setting. Wages directly impact their work attitude, so it is necessary to establish a fair wage system. First, the wage structure should be realistic. Companies should allocate wages to the value and differences created by different positions. At the same time, they should also quantify the performance management of the enterprise, emphasizing the actual performance created by employees. Finally, the company should provide practical benefits to employees from humane care, such as providing meals, insurance, and paid leave to enhance the employee's organizational identity. Promotions or substantial material and spiritual incentives are vital for the talent the company wants to retain, which increases employee participation in the company's projects and management.

Human enterprise atmosphere.

An excellent corporate atmosphere can help companies attract talent and carry out their work smoothly. Companies can make employees psychologically trust and rely on them by

increasing tolerance and humane care for their employees and organizing emotional commitments. Provide employees with a comfortable working atmosphere and environment.

At the same time, the organization should also pay attention to how they integrate new employees into the organizational culture. For example, the company should treat employees as their partners rather than subordinates, give employees enough respect to help post-90s employees develop an excellent professional character, and quickly integrate them into the enterprise for enterprise development to contribute their strength.

Occupational adaptability.

As occupational adaptability becomes more and more critical in the workplace, managers need to offer employees a variety of career paths, especially in China. Training improves the abilities and provides an attractive sense of career prospects contributing to increased security and well-being. To achieve this goal, leaders should design specific career plans, such as job expansion and rotation, focusing on self-planning, self-awareness, curiosity, and self-confidence.

In addition, many studies have demonstrated the effectiveness of active psychological interventions in active adaptation (Costantini & Sartori., 2018). Thus, by providing opportunities to improve their cognitive resources and interventions, employees gain a higher level of awareness of positive emotions and work conditions as an opportunity to adjust their characteristics in the workplace. As a result, organizations can promote positive work attitudes, contributing to job commitment and job well-being.

Actual impact.

We can draw some practical implications for the results of the study. First, in the '90s, born employees gradually became the main force of social development because of the particularity of this group; the emphasis on the tendency to leave has ushered in a new challenge.

Recommendations

For the company

At different times, people are affected by the environment, education, and other factors so the concept will be different, and the direction of the times will be different. An enterprise continues its progress by upgrading to cope with the development of the new generation and adapting its training style to better suit the needs of the new generation. Training enables employees to better adapt to the work arrangements and development of the enterprise. Likewise, enterprises also need to develop their scientific management process to streamline the operation of the business to maintain motivation and productivity.

A new generation of young people like a relaxed and comfortable working atmosphere, which will make them more motivated. Different environments give people different feelings that directly affect how they do things.

A work environment full of negative emotions can make people feel depressed or even, over time, feel ostracized or far away. Conversely, a comfortable atmosphere makes people more willing to engage with them and is full of positive emotions.

Fair pay and benefits are beneficial, even if they directly impact. Often, this group of young people works passively not because of their reasons; the enterprise is likely too harsh on pay and benefits, so employees do not have much motivation to work. As a result, pay drives employees directly, especially for a new generation of young people. Although many outsiders say they cannot handle much pressure, they think they are a little petit; this is too one-sided. Just as they play games, they can play without interruption, even if they do not sleep for long periods, which shows perseverance and solid energy to do things. Maybe it is just that the wrong approach did not find the motivation to drive them directly.

For employees

The new generation of young people, too impetuous, is indisputable. Nevertheless, observations have shown that they simplify their thinking or are flexible in achieving their goals. In other words, they may be influenced by the outside world, and they have relatively little knowledge of themselves and the outside world; this is inevitable because of the generation. However, because they are more personal, it also leads them to be more willing to follow their own opinions, which leads them to be relatively subjective when receiving outside information. This over-self-perception sometimes allows to miss opportunities or hinder yourself.

When encountering this situation, some people will begin to give up escaping the reality of the trouble and live in their virtual world. Some people start to be negative and go on with their prejudices. Of course, there will be some people, but this is relatively small; they recognize reality, start from the things around them, find the place of interest, and move on with this positive interest (Leonard, 2018).

Most of the time, employees' work feels boring. However, when the researcher start to find exciting places at work, it makes a big difference in mood and active-passive work. Often, what   work in or in the environment in which   work does not fully follow our opinions, and   always need to adjust ourselves. Finding points of interest in   work will lead us to more positive emotions that directly affect work

Limitations and Future research.

The study has several limitations as follows:

First, while the tendency to leave is not static and stricter measures should be used to consider their dynamic relationship.

Second, the researcher hopes that other researchers from other cultures compare the findings by considering multiple cultural factors to explain the future results.

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