

A Study on the Influence of Job Satisfaction on the Propensity to Leave among New Generation Knowledge Workers

Honghua Xiang, Siqi Zhang*, Xiaofeng Zhang

College of Business Administration, Jiangxi University of Finance and Economic, Nanchang, China

**Corresponding author*

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Abstract: As competition in the market becomes more and more intense, the competition between knowledge, technology and talent will become the main competition between companies. The new generation of knowledge workers is the most valuable resource for companies and their knowledge and skills are the source of value creation for companies. However, they are more mobile in the workplace than other employees in the past, and the willingness to leave is also stronger. Based on 193 questionnaires, the Pearson correlation coefficient between the propensity to leave and job satisfaction of the new generation was analysed. The results show that the higher the job satisfaction of the new generation, the lower their propensity to leave. Finally, the motivation strategies and suggestions for the new generation of knowledge-based employees are proposed in order to improve the core competitiveness and promote the sustainable development of the enterprise, which is crucial for the human resource management of the enterprise.

1. Research Background

The 21st century is the era of the knowledge economy, and in this era of rapid renewal of knowledge groups, market competition is becoming more and more complex. The development of the economy is mainly competent through knowledge, and knowledge is the resource that enterprises need to have if they want to survive and develop. Knowledgeable staff is the carrier of knowledge, and having knowledgeable staff means having knowledge and technology so that they can grasp the forward momentum and direction of industry development. Therefore, in the development process of enterprises, knowledge-based employees play an important role. With the passage of time, the new generation of knowledge-based employees has stepped into the society and become the main force in the labor market, and gradually become the main competitive force of major companies.

A check of the China Statistical Yearbook reveals that the new generation of 80s and 90s now account for more than 60% of the country's working age population, and the number of post-90s employees is growing. According to the seventh census, the proportion of the population with a

university degree or above is 15.4%, 1.7 times higher than in 2010. However, due to the unique personality traits and ideas of the new generation of knowledge workers, they are more mobile than other employees and the turnover rate is increasing, which increases the operating costs of the company and leads to a constant loss of personnel management. Therefore, how to retain the new generation of employees and thus reduce the turnover rate is a matter of urgency for companies.

In view of the above realities and background, the new generation of knowledge workers is used as the target group to study the influence of job satisfaction and turnover tendency, expecting to enrich the existing theories, and at the same time expecting to provide reference to the HRM practices of enterprises.

2. Review of Relevant Literature

2.1. New Generation of Knowledge Works

The study of the new generation of employees has started at a very early stage, and Bassett considers the Y-generation as those who were born between 1980 and 1985 and are used to using the Internet [1]. And where Y-generation means the new generation. In China, the research on this is relatively late, mainly from the time to divide. Generally, the post-80s and post-90s are called the new generation. The people in this era are very different from the previous groups because of the different background they are in. According to Wang Hongyu et al, people born in the 80's and 90's and in the workplace are the new generation of employees, whose personalities are more prominent and have unique values than other employees [2].

Drucker was the first person to propose the concept of "knowledge employee", and he believed that people who can grasp, understand, and apply technical resources such as knowledge to their work are knowledge employees [3]. According to Tu Xingyong, a domestic scholar, a person who can define and frame a problem, evaluate and generate different solutions by finding information related to the problem is a knowledge employee [4].

Many of the new generation are only children, they are more educated, in a freer environment, and more receptive to new things. Based on the research results of the above scholars, this paper defines the new generation of knowledge-based employees as those who have entered the workplace after 80s and 90s and have college education or above.

2.2. Job Satisfaction

2.2.1. The Concept of Job Satisfaction

The idea of job satisfaction was first introduced by Taylor, who believed that giving employees more pay would lead to higher job satisfaction. Research on the nature and impact of job satisfaction began in the 1830s. Mayo's experiments showed that work attitudes and emotions have an impact on their work behavior and that the key factors that really affect the level of labor productivity and job satisfaction are psychological factors and the social environment in which they live. Hop pock first defined job satisfaction as the subjective response of employees to their psychological and physical satisfaction with the surroundings in which they live [5].

There are many experts who study job satisfaction, but the definition of job satisfaction varies due to the different views and opinions of experts. Among them, there are some scholars who see job satisfaction as an evaluation of attitude. For example, Greenhaus JH et al. believe that job satisfaction is a kind of self-judgment of employees' satisfaction with their career [6]. Jiantao PANG and Wen Ke pointed out that job satisfaction is an optimistic feeling of employees about their jobs, and the more satisfied they feel about their jobs, the more positive their work attitudes

will be [7]. Other scholars consider job satisfaction as the manifestation of employees' emotions in their work. According to Tian Jing, job satisfaction is a relatively direct expression of emotions, and if the process of work is accompanied by a higher sense of achievement and recognition, it can produce a more positive work emotion [8].

2.2.2. Measurement of Job Satisfaction

Most of the studies by domestic and foreign scholars are multidimensional measurements, and currently, questionnaires or interviews are generally used to obtain data, and the common scales used in conducting surveys are, as shown in Table 1.

Table 1: Job Satisfaction Scale

Researchers	Name	Content
Weiss,Dawis,England&Lofquist(1967)	Minnesota Satisfaction Scale	There are two types of scales, long and short form, the long form has 20 parts and 100 questions. The short form scale is a 20-question selection of the most relevant items in the long form subscale.
Smith etc.(1969)	Job Description Narrative Index	Not limited by education, there are five areas: work, promotion, administrators and colleagues. The questions range from 10 to 20 for each area. The structure is clearer, but not as accurate as the MSQ.
Spector etc.(1985)	Job satisfaction questionnaire	A total of nine directions, such as the work itself, were measured and scored on five levels.

Through the above research, it is found that there is no consensus on the concept of job satisfaction among domestic and foreign scholars. Therefore, based on the above-mentioned research and taking into account the characteristics of the new generation of knowledge workers, this paper selects the overall job satisfaction for the study.

2.3. Tendency to Leave

2.3.1. The Concept of Propensity

The propensity to leave generally occurs prior to separation and is the idea of an employee voluntarily leaving the company. According to March & Simon, the propensity to leave is the degree to which an employee leaves his/her current position for another job opportunity, and is influenced by the employee's comfort level and change in his/her current job. Professor Fan Jingli, on the other hand, considers it as the extent to which a worker wishes to leave his/her current establishment and work in a different workplace. Alfonso considers the propensity to leave as the probability that an employee is likely to jump ship in a relatively short period of time [9].

This paper discusses the propensity to leave voluntarily. Therefore, this paper considers the propensity to leave as the feeling of dissatisfaction with the current job and the expectation of being able to change jobs.

2.3.2. Factors Influencing the Propensity to Leave

Many national and international researchers have studied in detail the factors that influence the propensity to leave, and the findings are summarized as follows.

Li Shuling concluded through her study that the factors that influence the propensity to leave are compensation satisfaction, promotion opportunities, job autonomy, superior support, and other job opportunities [10];

Through his study, Yujie Lan concluded that the factors influencing the propensity to leave are job satisfaction, personality traits, and demographic variables;

Through his study, Jixin Zhao concluded that the factors influencing the propensity to leave are environmental variables, individual variables, job characteristics variables, and job reward variables [11].

2.3.3. Measurement of Propensity to Leave

There is a general consensus among domestic and international scholars on the dimensions related to the measurement of the propensity to leave, and the following Table 2 are some of the commonly used scales.

Table 2: Propensity to Leave Scale

Scholars	Time	Content
Mobley	1977	The measurement scale in this area was first developed. About 10 questions were used to measure propensity to leave, corporate image, job search behavior, and employee confidence in job hopping.
Reilly	1991	The higher the score, the higher the propensity to leave.
Kaiguang Liang	1999	A 3-topic scale developed as a revision of the Mowbray scale.

2.4. A review of Studies on Job Satisfaction and Propensity to Leave

Research on job satisfaction and propensity to leave is extensive both nationally and internationally, and many researchers have attempted to study different populations from different perspectives and with additional variables. Most of the data show that these two variables are oppositely related. For example, Wensuan Ling found that job satisfaction was inversely related to the propensity to leave, especially in terms of salary and compensation [12]. Qi Nie and Yu Xie found through their study that job satisfaction is negatively related to the propensity to leave [13].

Thus, many scholars have concluded that there is a significant negative correlation between employee job satisfaction and propensity to leave. After collecting and organizing the literature, it is found that there are fewer studies on the correlation between job satisfaction and turnover intention of new generation knowledge employees in China. New generation knowledge employees have special era background, distinctive personality characteristics, and education and culture level, and now in enterprises, the turnover rate of new generation knowledge employees is relatively high, therefore, this paper takes new generation knowledge employees as the research object to study the relationship between job satisfaction and turnover tendency.

3. Study Design Assumptions

3.1. Questionnaire Design

Since the data required for this paper could not be obtained directly from publicly available data bases, the required data were obtained through the preparation and distribution of a questionnaire. Therefore, a questionnaire was prepared in this thesis based on the actual situation of the research target group and combined with literature. The questionnaire has three parts: One is the basic information of the target group, the second is the job satisfaction measurement form, and the third is

the turnover tendency measurement form.

3.1.1. Job Satisfaction Measurement Scale

This questionnaire is based on the short-form version of the Minnesota Job Satisfaction Questionnaire translated by Chinese scholars and modified according to the characteristics of the respondents. The scale was developed by Weiss, and although the long-form scale can measure the satisfaction of the study participants in a variety of ways, it has more questions, takes a lot of time to answer, and requires greater patience. The short-form scale, on the other hand, has three subtest scales with 20 questions, using a five-point Likert scoring format.

3.1.2. Propensity to Leave Scale

Scholars have developed a series of scales, usually 3-5 questions, to examine the propensity to leave a job. The scale once used in Hong Kong, China, and created by Farh et al. in 1988 as one scale for this study, showed high reliability in the Chinese sample. The scale has four questions and is scored on a five-point Likert scale, with the third question being a return score.

3.2. Research Hypothesis

According to the actual situation of the new generation of post-80s and 90s knowledge-based employees and the research on job satisfaction and turnover tendency by experts in the review, the following hypothesis is made: The new generation of knowledge-based employees' job satisfaction is negatively related to turnover tendency, and the higher the job satisfaction, the lower the turnover tendency.

4. Data Analysis

4.1. Questionnaire Distribution and Collection

The questionnaires were mainly issued to the post-80s and post-90s employees in various industries. Due to the constraints, the questionnaire was mainly distributed in Jiangxi, and the way of distribution was online, the respondents only needed to scan the QR code or click the questionnaire link to fill in. 192 questionnaires were distributed, 139 of which were valid.

4.2. Questionnaire Reliability and Validity Analysis

4.2.1. Questionnaire Reliability Analysis

Reliability refers to the reliability of the questionnaire. In this paper, Cronbach's α coefficient is used to measure its reliability, and generally domestic and foreign scholars believe that coefficients above 0.8 have good reliability and coefficients above 0.6 are acceptable.

Table 3: Questionnaire Reliability Analysis

Variables	Number of items	Cronbach's α Coefficient
Summary table	40	0.859
Job satisfaction	20	0.907
Propensity to leave	4	0.831

The results are shown in the Table 3. The overall Cronbach's α coefficient was 0.859; The Cronbach's α coefficient for the job satisfaction measure was 0.907; And the Cronbach's α

coefficient for the propensity to leave was 0.831. The Cronbach's α coefficient was above 0.7 for all scales, indicating that the questionnaire had sufficient reliability to be used in this study.

4.2.2. Questionnaire Validity Analysis

Validity refers to the accuracy and validity of a questionnaire, and the extent to which it actually measures and achieves its objectives. Researchers usually use SPSS to determine the validity of questionnaires. The higher the value of its correlation, the higher the cumulative explanatory rate of the variable and the higher the construct validity. A normal p-value should be at or below 0.05.

Table 4: Job Satisfaction Validity Analysis

Sampling of adequate Kaiser-Olkin metrics	Bartlett's test for sphericity		
0.898	Approximate cardinality	df	Sig.
	1160.118	190	0.000

From Table 4, it can be seen that the job satisfaction scale has a KMO value of 0.898, a Bartlett value of 1160.118 and a Sig value of less than 0.05, which has good validity.

Table 5: Validity Analysis of Propensity to Leave

Sampling of adequate Kaiser-Olkin metrics	Bartlett's test for sphericity		
0.802	Approximate cardinality	df	Sig.
	201.914	6	0.000

The Table 5 gives a KMO value of 0.802 for propensity to leave, a Bartlett value of 201.914 and a Sig value of less than 0.05, which has good validity.

4.3. Descriptive Statistical Analysis

4.3.1. Descriptive Statistical Analysis of the Sample

Based on the results of the questionnaire, the basic information of the respondents is analysed and a descriptive analysis is carried out to give a complete picture of the sample as a whole.

The Table 6 shows that the proportion of men and women selected for the survey is not very different, the majority of the age group is between 20 and 37 years old, of which the unmarried employees are nearly six times more than the married employees, the majority of education is undergraduate, part of the specialist and a small number of postgraduate and above, which is more in line with the reality of the situation. We can assume that the respondents have a certain level of knowledge and they can understand the questionnaire well, which is in line with the target group chosen for this paper. Most of the respondents have been working for 1-3 years, then 4-6 years and more than 6 years, and very few have been working for 1 year or less; For their work units, private enterprises account for the most, and the rest are more evenly distributed; From the respondents' income level, most of them are above RMB 2000, and very few have a monthly income of less than RMB 2,000; And the largest proportion of respondents were general staff, with relatively few middle and senior managers, which is more in line with the reality. Through the above analysis, we can conclude that the questionnaires are in line with the research subjects selected for this paper.

Table 6: Basic information about the sample

Sample characteristics		Number	Percentage
Gender	Female	61	43.89%
	Male	78	56.11%
Marital status	Unmarried	117	84.17%
	Married	22	15.83%
Age	Up to 20	1	0.71%
	20-25	97	69.78%
	26-30	27	19.42%
	31-37	14	10.09%
Academic status	Below tertiary level	0	0
	Tertiary	17	8.37%
	Undergraduate	161	79.31%
	Postgraduate and above	25	13.32%
Years of work	Less than 1 year	6	2.96%
	1-3 years	155	76.35%
	4-6years	23	11.33%
	More than 6 years	19	9.36%
Nature of unit	State-owned enterprises	20	14.39%
	Private enterprise	71	57.08%
	foreign companies	13	9.35%
	Government Businesses	28	20.14%
	Other	7	5.04%
Job Level	General staff	92	66.18%
	Grassroots managers	32	23.02%
	Middle Management	10	7.20%
	Senior Management	5	3.60%
Monthly income	Under 2000	3	2.16%
	2000-3000	28	20.14%
	3000-5000	64	46.05%
	5000 or more	44	31.65%

4.3.2. Descriptive Statistical Analysis of Variables

Table 7 and Table 8 shows that the mean value of the overall job satisfaction score of the study participants is 3.68, which is a medium to high level, with the majority of those with scores greater than 60 (i.e. the overall level of completing the questionnaire is above 3), and the overall satisfaction of the study participants is relatively high. The overall mean score for the propensity to leave was 2.47, which is moderately low, with the majority of those scoring <12 (i.e. the overall level of completing the questionnaire was below 3), and the study participants as a whole were more reluctant to leave.

Table 7: Descriptive Statistical Analysis

	Title	N	MIN	MAX	AVG	σ
Job satisfaction	20	139	1	5	3.68	0.868
Propensity to leave	4	139	1	5	2.47	0.933

Table 8: Questionnaire Scores

Variables	Score	Number of people
Job satisfaction	<60	26
	>60	113
Propensity to leave	<12	122
	>12	17

4.4. Relevance Analysis

The Pearson correlation coefficient was used as a reference, and a correlation analysis was carried out between job satisfaction and propensity to leave to investigate the relationship between them.

Table 9: Correlation Analysis of Variables

	Job satisfaction	Job satisfaction	Propensity to leave
Job satisfaction	Pearson correlation	1	-0.621**
	Significance (bilateral)		0
Propensity to leave	Pearson correlation	-0.621**	1
	Significance (bilateral)	0	
**The correlation coefficient showed a significant correlation at the 0.01 level (two-sided).			
*The Correlation coefficients showed significant correlation at the 0.05 level (two-sided).			

Table 9 shows that the Pearson correlation between propensity to leave and job satisfaction has a coefficient of -0.621, which is a significant negative correlation.

5. Conclusions and Recommendations

5.1. Research Findings

In this paper, we analyze the post-80s and 90s knowledge-based employees to explore their influence on job satisfaction and tendency to leave, which can help companies to develop reasonable management systems to reduce employee turnover. The following conclusions were obtained from the previous analysis.

First, the new generation employees have higher job satisfaction and lower tendency to leave, which may be related to their group characteristics.

Second, the job satisfaction of post-80s and post-90s knowledge-based employees is negatively correlated with the tendency to leave.

However, due to the limitations of objective and subjective factors, the research in this paper still has many flaws, which are as follows:

In the design of the questionnaire, some international and domestic mature scales were selected, and the characteristics of the new generation of knowledge workers were not particularly emphasized, which may have some influence on the results of the survey.

Due to subjective factors and objective conditions, this survey questionnaire mainly relies on friends and relatives through social platforms such as WeChat to distribute and collect, the sample size is small, the distribution of survey respondents is relatively concentrated, mainly from Jiangxi Province, the distribution of the industry in which they work, the positions they are engaged in, etc. is not uniform, which may have an impact on the research findings.

5.2. Management Insights

Based on the above findings, this paper puts forward several suggestions for the management of the new generation of 80 and 90 knowledge employees in enterprises.

(1) Due to the special growth environment of the new generation of employees, the new generation of knowledge-based employees will pay more attention to their own situation and satisfaction and pursue self-fulfillment. Enterprises should have a comprehensive understanding of this, and should re-establish the work expectations of the new generation of knowledge-based employees in the recruitment, training and development stages, with emphasis on increasing the content of loyalty and practicality.

(2) Due to the unique personalities and ideas of the new generation of employees, enterprises should adopt different motivation methods to treat different company employees and improve the motivation system. When motivating this group, we should pay attention to the differences of employees' personalities and motivate them according to the principle of differentiation to ensure the effect of motivation. At the same time, we should fully understand the needs of employees, fully respect their personal development, pay attention to their personal development, and provide support for their development path.

(3) Most of the new generation of knowledge-based employees have not encountered any major setbacks during their growth, which, coupled with the increasing work and life pressures nowadays, makes them prone to greater mood swings. Companies need to create a good working atmosphere, to promote communication and communication between employees and superiors. From the perspective of company culture, employees should be given more opportunities to communicate and to express their ideas fully. In the enterprise, we should pay attention to the harmony of leaders, subordinates and colleagues, so that their emotions can be kept stable and their satisfaction with the company can be higher, thus reducing their willingness to leave. At the same time, it is also necessary to understand the employees' real ideas about the material conditions provided by the company, the cultural environment of the company and the management system of the company, and to communicate with the employees in order to make timely adjustments.

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