

An Overview of the Reasons for the High Separation Rate of Post-90s

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Abstract: The phenomenon of job-hopping among the post-90s is frequent, which is not good for the development of companies and the mental health of contemporary young people. Now that the post-00s generation is gradually entering the workplace, more attention should be paid to solving the problem of frequent job-hopping among young people. Many researchers have analyzed the reasons for their frequent turnover from multiple perspectives, but there is no relevant review on the psychological reasons for job-hopping among the post-90s generation when searching the literature. Therefore, by reviewing and summarizing relevant literature, this paper summarizes the psychological factors of frequent job-hopping among the post-90s generation, including unsatisfied self-needs, insufficient psychological capital and low career adaptability, and summarizes the effectiveness of corporate adoption. Compared with their predecessors, the post-90s generation has both a need for salary and more psychological needs in their workplace life. Understanding and meeting young people's psychological needs is conducive to the mental health of the post-90s generation and the stable development of companies.

Keywords: Post-90s, post-00s, turnover rate

1. Introduction

Turnover in a company is a normal phenomenon. Turnover refers to the contact between the worker and the employer with, the worker leaves the original workplace, the two sides do not exist the phenomenon of the relationship between employment and employment. Turnover intention is an individual's subjective intention to make career decisions. As an individuals subjective intention and psychological motivation, turnover intention is affected by the internal psychological level of the individual, especially the psychological capital as the core psychological resources of the individual and the career adaptability as the key resource of the occupational psychological level. In the form of dimission, dimission is usually divided into two categories: active dimission and passive dimission [6]. Among them, active dimission refers to the active resignationor retirement of employees, while passive dimission refers to the dismissal, downsizing and severance of employees by enterprises and other employers. The "job-hopping" discussed in this article is a kind of active dimission.

The "post-90s " generation is a demographic concept, referring to all groups born in the decade from 1990 to 1999. As a concept in the field of sociology, "workplace group" refers to those who have the ability to work and have entered the workplace. At present, the post-90s generation has basically entered the work stage, and they are mostly influenced by the new trend of thought. Their

ideas are more open and free than their predecessors, and they have new values and new ways of thinking, which makes the management of these young people a difficult topic.

A high turnover rate is not conducive to the long-term and stable development of employers, and will also bring them a lot of economic losses. Statistics show that the length of time fresh graduates spend in their first job is on the decline. There is a big gap in the working time of the first jobs of the four generations born in the 1970s, 1980s, 1990s and 1995. The average working time of the post-70s is 4 years, the post-80s is 3 and a half years, the post-90s is 19 months, and the post-95s is about 7 months. We can predict that the working time of the first jobs of future employees will be shorter and shorter. According to the 2016 Survey report on Turnover and Salary Adjustment released by 51job.com, the more post-90s employees in an enterprise, the higher the turnover rate. Mycos Research Institute, a third-party research agency, pointed out in its 2019 China College Student Employment Report (Employment Blue Book) that the turnover rate of 2018 college graduates within six months was 33 percent, basically the same as the previous two years.

The problem of "high turnover rate" is not only found in the post-90s occupational group, which has been troubling social organizations and employers for a long time. Experts and scholars in various fields have also done a lot of research. Psychologists generally believe that staff turnover caused by dismissal should be paid attention to, because such turnover is a potential loss for organizations, including the loss of human capital and the interference caused by daily organization operation[8]

Therefore, this article will summarize some reasons for employee turnover from the perspective of psychology, discuss them and provide ideas for employers to avoid high turnover rate.

2. Literature Review

In previous studies, the influencing factors of young people's turnover intention are mainly divided into five categories: Macroeconomic factors (such as the level of economic development, labor market conditions, employment system, etc.), the enterprise factors, such as enterprise scale, remuneration system, enterprise management mode, etc.), the individual attitude towards work, such as job satisfaction, job stress, organizational commitment, etc.), and demographic variables and personal characteristics of the individual factors (such as age, gender, level of education, etc.). And non-work-related personal factors (e.g. spouse, family burden, etc.). Some scholars divide the influencing factors into three aspects: society, organization and individual, among which the social factors mainly include the overall economic level of society, social culture and so on. Organizational factors include salary and welfare, corporate culture, organizational atmosphere, etc. Individual factors include individual gender, age, family situation, etc. [7].

However, the discussion from the perspective of psychology is relatively scattered. Many scholars have established models and verified them. March and Simon developed the first model to consider the effect of job satisfaction on turnover intention. Price established the dismissal causality model, in which he pointed out that the antecedent variables of job satisfaction were salary, integration, basic communication, formal communication and enterprise centralization, and job satisfaction and opportunities further affected the generation of employee dismissal intention. Later, he established the Price-Mueller model, which believed that opportunity, kinship responsibility, general training, job participation, distributive fairness, salary, job monotonicity and so on had an impact on job satisfaction and organizational commitment first, and then on turnover intention. Mobley et al. combined March&Simon model and Price model to establish an extended Mobley mediation chain model. The model believes that whether an employee has turnover intention mainly depends on his job satisfaction, his expectation of future earnings in the current organization, and his expectation of possible earnings in the external organization. Yellow again based on the theory of career motivation and organizational commitment theory, to study of cadets in China as the research object of found that career motivations has significant inhibitory effect to employee turnover intention, strengthen

vocational motives to weaken the employee turnover intention, emotional commitment to the partial intermediary effect between the two, which enriched the turnover intention of former research.

Although many scholars have made valuable explorations on turnover intention, there are still some limitations. First of all, the overall reasons for turnover intention are summarized in a comprehensive way, but most studies are carried out under the default state of consistency. There are few studies on the differences in culture, industry and age of entry groups, which may lead to bias when the research is analyzed in a specific context. Therefore, this paper will try to summarize the existing dimension phenomenon of the post-90s group by reviewing and summarizing the literature.

3. The Reasons of Voluntary Turnover

In previous studies, the influencing factors of young people's turnover intention are mainly divided into five categories: Macroeconomic factors (such as economic development level, the condition of labor market, employment system, etc.), the enterprise factors (such as enterprise scale, remuneration system, enterprise management mode, etc.), the individual attitude towards work (such as job satisfaction, job stress, organizational commitment, etc.), and demographic variables and personal characteristics of the individual factors (such as age, gender, level of education, etc.), and personal factors not related to work (e. g. , spouse, family commitments, etc.). However, from the psychological perspective of the discussion is relatively scattered. Therefore, the following content will focus on the research progress of psychological reasons for young people to leave their jobs.

3.1. Ego Needs are Hard to Satisfy

Maslow divides human needs into five levels from low to high, namely physiological needs, safety needs and social interaction needs, the need for respect and the need for self-actualization. The order of these five needs is ascending step by step from low to high, and when the lower needs are satisfied, they will rise to the higher needs. In the same period, there are often multiple needs, among which the dominant one is called dominance need, which will strongly drive individual behavior to meet this need. China's "post-90s" and "post-00s" were born in the era of family planning. They receive more open and modern education and have more material wealth. Therefore, they are better able to meet physical and security needs than their elders, and more inclined to pursue belonging-love, respect and self-actualization needs. Therefore, when they enter the workplace for a period of time, they find that their work cannot meet expectations, such as finding that they cannot smoothly integrate into the company culture, do not get along well with the boss, and feel that they are not given due attention in the company, they will have the idea of leaving [4]. At the same time, according to Maslow's need hierarchy theory can also be found that young people are high demand diversification, such as the pursuit of pleasure in the workplace, working environment of comfort, emphasize the freedom vacation time and space, etc., when these conditions cannot be properly met, will lead to young staff satisfaction is reduced, promote employee turnover.

3.2. Psychological Capital

Psychological capital is often used as a mediating variable in recent studies on employee resignation, and the mediating variable and the dependent variable play a very close role. Therefore, psychological contract is also an important reason for employee resignation, which has been proved by many previous studies.

"Psychological capital" is a positive psychological state of individuals in the process of growth and development, which has a more profound and lasting impact on individuals than human capital and social capital, and plays an important role in promoting the growth of individual maturity and professional ability. That is, if employees can maintain a high level of psychological capital,

individual stress level and dimission rate can be effectively reduced[9], which is conducive to employee stability. The theoretical explanation of psychological capital to turnover intention can be explained by resource conservation theory. This theory was put forward by Hobfull in 1989. According to this theory, in the process of mutual selection between employees and employers, individuals make trade-offs and strive to obtain and maintain valuable resources for themselves (such as job decision-making power, self-esteem, etc.), so as to maintain their advantages in personal development and competition with others. These resources can be accumulated and used by people to cope with personal crises and fight job burnout. From the perspective of resource conservation theory, has a high level of psychological capital of individuals, often also can adapt to more complex bumpy career environment, internal psychological resource is rich, more confident, professional fine, believe they can do the current job requirements, to the line of sight better career expectations, in order to obtain higher job satisfaction and lower turnover intention.

3.3. Career Adaptability

In previous studies on relevant variables affecting employees' turnover tendency, it was unexpectedly found that career adaptation can trigger turnover tendency. In the study on reducing turnover intention, some research [10] found that aspects of individual career identity, entrepreneurial intention, job performance and job matching, which are significantly related to turnover intention, are significantly affected by career adaptability, with high career adaptability, high level of relevant aspects and low turnover intention. Other researchers have also found improvements in overall career resilience is conducive to reducing the turnover intention of employees. Highly adaptable individuals can quickly adapt to changes in the environment to achieve career development and control their turnover tendency.

Therefore, it can be seen from the previous studies that the impact of career adaptability on turnover intention is significant and negatively correlated. From the above four factors leading to the high dimission rate of young people, it can be seen that psychological factors play an important role in the dimission of young people. This can also provide employers with corresponding inspiration, from the psychological level of the solution, in order to better retain employees.

4. Conclusion

This article summarizes the psychological reasons for the high turnover rate of post-90s employees through literature review. The research results of employee turnover intention play an important guiding role in promoting enterprises to improve the conditions of employees' dissatisfaction with their jobs, mobilize their work enthusiasm, and ensure the sustainable development of enterprises. How to reduce the turnover intention of employees according to the characteristics of The Times and the age characteristics of employees still needs to be further studied by scholars. In the future, we should further expand the application field research, improve the application value of the research results to the practice of enterprise management, and strengthen the guidance of enterprise management.

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