

A STUDY ON THE RELATIONSHIPS AMONG THE OCCUPATIONAL VALUES, THE JOB SATISFACTION, AND THE ORGANIZATIONAL IMMERSION OF THE NEW GENERATION IN CHINA

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Abstract— Regarding the generations of Balinghou and Jiulinghou, within the rapid, social changes of China, they have the environments and the experiences that are different from the older generation. And, due to the difference of the values that were perceived through the experience, the managers at the sites have been experiencing the generation gap. Because of such reasons, it is judged that it is a timepoint when a research on the levels of the leadership and the personnel affairs management that are suitable to the people of talent who have the diverse goals and values by generation on the organizational level and a research for utilizing the special characteristics and capabilities of the present generation, which are different from those of the older generation, are needed.

As such, in this research, with the new generation who work at the many corporations in China as the subjects, in order to empirically confirm the job satisfaction from the theoretical position, the relationship between job satisfaction and organizational immersion had been taken a look into. And, for a research on the special characteristics of Balinghou and Jiulinghou, by having their job satisfaction as the mediating variable, the mediating effect had been verified.

Keywords— New Generation in China, Work Value, Job Satisfaction, Organizational Commitment

1. INTRODUCTION

Regarding the Balinghou generation and the Jiulinghou generation, the individualism, the open-door policy, and the emotionalism are their special features. And there being a lot of the imitation mentality and curiosities is a special feature. Also, regarding the generations of Balinghou and Jiulinghou, because their motivation for accomplishment is strong, they have more interest in self-development. And, regarding the job, too, while mainly exercising their own professional technology and potential and while revealing the ego value, they receive the recognition socially. As a result, regarding most of the employees of the generations of Balinghou and Jiulinghou, when they feel the insufficiency of the sense of accomplishment at the workplace, their level of job satisfaction gets low and there can occur the intention to change the job. [1] Regarding such a difficulty and change, the older generation of the past and the present generations have the different environments and experiences. And, due to the difference of the values that were perceived through the experience, the managers at the sites have been experiencing the generation

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gap. Because of such a reason, it is judged that it is a time point when a research on the level of the leadership and the personnel affairs management that are suitable to the people of talent who have the diverse goals and values by generation on the organizational level and a research for utilizing the special characteristics and the capabilities of the present generation, which are different from those of the older generation, are needed.

2. THE THEORETICAL BACKGROUND

In this research, with the generations of Balinghou and Jiulinghou who work at many corporations in China as the subjects, it is intended to take a look at the relationship between the occupational values and the organizational immersion. And, for a research on the special characteristics of Balinghou and Jiulinghou, it is intended to verify the mediating effect by having their job satisfaction as the mediating variable. In this study on empirical analysis, we will make a theoretical review of the variables presented in this study.

2.1. THE GENERATIONS OF BALINGHOU AND JIULINGHOU

He Zhigang (2006) was born after 1980. And, together with the social environment of the reform and opening up and the rapid economic growth, he defined it as the only child [2] who had grown in a more affluent living environment than the older generation. And Chen Shirun & Chen Kaimin (2007) said that it is the young class who are aged at between 20 years old and 39 years old who were born in the first half of the 1990's after passing from the end of the 1970's and the 1980's of the past century, and they defined it to be the only child [3], with a majority having entered the society not long ago. And Yang Xiaoming & Lu Zhen (2008) defined it to be the group [4] that has a unique way of thinking and way of behaving because they have the special, historical background as a generation that was born from the 1980's.

2.2. THE OCCUPATIONAL VALUES

'Occupational value' is a concept that has been developed by being related to the job satisfaction. As a thing that represents the value regarding a kind of work or a duty, it can be said that 'occupational value' is a very important concept in predicting an action by a constituent member of the organization. [5] 'Occupational value' is, also, classified into the internal, occupational value or the external, occupational value according to the special characteristic of the work and the type of the compensation. The internal occupational value represents how importantly one thinks about the things that are related to the content of the work, itself, with regard to the job. And the external, occupational value represents how importantly one thinks about the material compensation or condition that results from the work like the wage, the welfare, the job security, *etc.* [6].

2.3. THE JOB SATISFACTION

Porter & Lawler(1968) reported that the compensation that actually earned job satisfaction meets or exceeds the level that is perceived as legitimate, and that the less the level is met, the greater the dissatisfaction with the given situation. It is defined as the pleasure or positive emotional state obtained by evaluating one's own job or evaluating the experience gained through one's job [7]. This concept is most commonly accepted today. Entering into the times of the human relativism, from the interest in the technologies, capabilities, and performances of the constituent members, because of the appearance of the recognition that the performance and the satisfaction receive the influences from the attitude and the emotion, the researches began to be proceeded with vigorously [8].

2.4. THE ORGANIZATIONAL IMMERSION

In a research by Park, Han-yong (2006), he defined[9] 'organizational immersion' as the identification by a constituent member of the organization with the organization in which he or she belongs, getting involved in the organization, and the intention of the constituent member of the organization who intends to dedicating the energy and the loyalty to the organization. Such organizational immersion can be regulated as a special, psychological characteristic that is related to the attitude of the member. And he said that the following elements are contained: Firstly, the loyalty regarding the organization; Secondly, the willingness to make every effort for the organization; thirdly, the self-identification of the member regarding the organization; *etc.* In a research by Lee, Gyeong-ah (2004), 'organizational immersion' has the meaning [10] of the constituent member of the organization having the affection regarding the organization, identifying the goal of the organization with oneself, developing one's own capability for the development of the organization, having the will to exert all of one's own efforts, and having the condition of the desire to continuously remain as a constituent member of the organization.

3. THE DESIGN OF THE RESEARCH

3.1. THE SUBJECTS OF THE INVESTIGATION AND THE RESEARCH MODEL

Regarding this research, as a research on the influence of the occupational values of the generations of Balinghou and Jiulinghou on the organizational immersion, the purpose is to verify through an empirical analysis. In order to fulfill the purpose of this study, a survey was conducted for 30 days from August 1, 2019. The questionnaire was selected by a local company in China, and selected personal self-government method for 300 workers in the generation of Balinghou and Jiulinghou. The research model that was set up based on a literature research and the precedent researches is as in [Fig. 1].



Fig. 1 The Research Model

3.2. THE RESEARCH HYPOTHESES

In this research, with the proposition that the occupational values of the generations of Balinghou and Jiulinghou will have a significant influence on the organizational immersion as the premise, the following hypotheses were set up, and it is intended to verify them.

- Hypothesis 1. The occupational value will have a significant influence on the organizational immersion.
- Hypothesis 2. The occupational value will have a significant influence on the job satisfaction.
- Hypothesis 3. The job satisfaction will have a significant influence on the organizational immersion.

4. THE EMPIRICAL ANALYSIS

4.1. THE INFLUENCE RELATIONSHIP BETWEEN THE OCCUPATIONAL VALUES AND THE ORGANIZATIONAL IMMERSION

In order to take a look at the influence of the occupational values on the organizational immersion, by having the position, the remuneration, the growth and accomplishment, the independence, the creativity, the authority, and the human relationships as the independent variables and the organizational immersion as the dependent variable, a multiple regression analysis had been carried out. And the results appear in [Table I].

Table I. The Results of the Verification of the Relationship between the Occupational Values and the Organizational Immersion

Model	Non-standardized coefficient		Standardized coefficient	t	Collinearity statistics	
	B	Standard error	Beta		Tolerance	VIF
Position and remuneration	-.167	.063	-.127	-2.653 **	.918	1.089
Growth and accomplishment	-.106	.080	-.069	-1.314	.759	1.318
Independence and creativity	-.141	.060	-.123	-2.360 *	.774	1.292
Authority	.122	.066	.101	1.858	.708	1.413
Human relationships	-.190	.067	0.130	-2.860 **	.871	1.148

Notes: 1. *** $P < 0.001$, ** $P < 0.01$ and * $P < 0.05$.

2. $F = 6.388^{***}$, $R^2 = .067$, Modified $R^2 = .056$, $p = .000$, Durbin-Watson = 2.064

As a result of the verification of the regression coefficients of the occupational value factors, the position and the remuneration ($t = -2.653$, $p = .008$) and the human relationships ($t = -2.860$, $p = .004$) appeared to be statistically significant on the significance level of .01. The independence and creativity ($t = -2.360$, $p = .019$) appeared as being statistically significant on the significance level of .05. And, because the growth and accomplishment ($t = -1.314$, $p = .190$) and the authority ($t = 1.858$, $p = .064$) were not significant, the detailed hypothesis was partially adopted. As a result, hypothesis 1 was partially adopted, and it appeared that it had a negative (-) influence.

4.2. THE INFLUENCE RELATIONSHIP BETWEEN THE OCCUPATIONAL VALUES AND THE JOB SATISFACTION

By having the occupational values as the independent variable and by having the internal satisfaction as the dependent variable, a multiple regression analysis had been carried out. And the results appear in [Table II].

It is a significant regression model at the R^2 value of .329, at the F value of 43.68, and on the significance level of .000. Regarding the results of the verification of the regression coefficients of the facts of the occupational values, they appeared to be statistically significant at the significance level of .05 for the growth and the accomplishment ($t = 2.150$, $p = .032$). The independence and creativity ($t = 4.370$, $p = .000$), the authority ($t = 3.697$, $p = .000$), and the human relationships ($t = 9.233$, $p = .000$) appeared to be statistically significant on the significance level of .001. And, although they had the positive (+) influences, the position and the remuneration ($t = .460$, $p = .646$) were not significant. Also, by having the lower-ranking factors of the occupational values as the independent variable and by having the external satisfaction as the dependent variable, a multiple regression analysis had been carried out. It is a significant regression model with the R^2 value of .319, the F value of 41.735, and the significance level of .000. Regarding the results of the verifications of the regression coefficients of the occupational value factors, the authority

($t=2.657$, $p=.008$) appeared as being statistically significant on the significance level of .01. The independence and creativity ($t=6.096$, $p=.000$), the growth and the accomplishment ($t=5.276$, $p=.000$), and the human relationships ($t=5.823$, $p=.000$) appeared to be statistically significant on the significance level of .001. And, although they had the positive (+) influences, the position and the remuneration ($t=-1.946$, $p=.052$) were not significant. As a result, hypothesis 2 was partially adopted with the partial adoption of the lower-ranking displacements.

Table II. The Results of the Verification of the Relationship between the Occupational Values and the Job Satisfaction

Dependent variable	Independent variable	Non-standardized coefficient		Standardized coefficient	t		Collinearity statistics	
		B	Standard error	Beta			Tolerance	VIF
Internal satisfaction	Position and remuneration	.019	.041	.019	.460		.918	1.089
	Growth and accomplishment	.114	.053	.096	2.150	*	.759	1.318
	Independence and creativity	.171	.039	.193	4.370	***	.774	1.292
	Authority	.160	.043	.171	3.697	***	.708	1.413
	Human relationships	.403	.044	.384	9.233	***	.871	1.148
Notes: 1. *P<0.05, **P<0.01 and ***P<0.001 2. F=43.689***, R² =.329, Modified R²=.321, p=.000, Durbin-Watson=2.351								
External satisfaction	Position and remuneration	-.084	.043	-.079	-1.946		.0918	1.089
	Growth and accomplishment	.292	.055	.237	5.276	***	.759	1.318
	Independence and creativity	.250	.041	.271	6.096	***	.774	1.292
	Authority	.120	.045	.123	2.657	**	.708	1.413
	Human relationships	.267	.046	.244	5.823	***	.871	1.148
Notes: 1. *P<0.05, **P<0.01 and ***P<0.001 2. F=41.735***, R²=.319, Modified R²=.311, p=.000, Durbin-Watson=1.947								

4.3. THE INFLUENCE RELATIONSHIP BETWEEN THE JOB SATISFACTION AND THE ORGANIZATIONAL IMMERSION

By having the internal satisfaction and the external satisfaction, which are the lower-ranking factors of job satisfaction as the independent variables and the organizational immersion as the dependent variable, a multiple regression analysis had been carried out, and the results appear in [Table III].

It was a regression model which was significant at the R^2 value of .319, at the F value of 41.735, and on the significance level of .000. Regarding the results of the verifications of the regression coefficients of the job satisfaction factors, they appeared to be statistically significant at the internal satisfaction of $t=-6.526$, $p=.000$, at the external satisfaction of $t=-3.526$, $p=.000$, and on the significance level of .001, and they had the negative (-) influences. As a result, hypothesis 3 was adopted.

Table III. The Results of the Verification of the Relationship between the Job Satisfaction and the Organizational Immersion

Dependent variable	Independent variable	Non-standardized coefficient		Standardized coefficient	t		Collinearity statistics	
		B	Standard error	Beta			Tolerance	VIF
Organizational immersion	Internal satisfaction	-.397	.061	-.308	-6.526	***	.837	1.195
	External satisfaction	-.206	.059	-.166	-3.526	***	.837	1.195

Notes: 1. *P<0.05, **P<0.01 and *P<0.001**
2. F=43.993*, R²=.164, Modified R²=.160, p=.000, Durbin-Watson=2.201**

5. THE CONCLUSION

Regarding the meaning of this research, there is a need to present an aggressive plan regarding the attributes of the generations, including the consideration of the special characteristic that the sense of accomplishment and the desire for the self-development of the employees of the generations of Balinghou and Jiulinghou are high, the presentation of the subdivided goals, the subdivision of the process of the career experience development so that the employees can understand and feel the growth process within the organization, etc. Also, regarding the leadership and supervision techniques, the employees of the new generation in China want the very close relationships with the superiors and the colleagues. And, through this, they become familiar with the organizational policy and direction. And, by carving in relief the organizational culture that considers the people of talent as being important within the organization through the organizational immersion, the job satisfaction can be improved, and, in addition, the organizational immersion can be heightened.

This research has the significance of the research that had been described earlier. And, in contrast, it has the following limitations: Firstly, it is the point that the subjects of the samples had been limited to the employees of the new generation of China. And, because, with regard to the samples, it had been investigated by having the constituent members who work at the locations in the eastern side of China and in the northern side of China as the subjects, it can be considered that it is difficult to generalize the results of this research. At the end, I wish that it will become a help to the researches on the level of the human resources management regarding the present generation of China. And I hope that the researches on the human resources management in China will continue in the future.

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