

# Research on Turnover Intention of Post-90s Employees Based on Grounded Theory

Chunlan Yi

Wuhan University Of Technology, Wuhan, Hubei China

15517367229@163.com

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**Abstract:** In the 20th century, more and more Post-90s young people gradually entered the workplace and became a new force that cannot be ignored. However, due to the unique group personality of the post-90s, the living environment and the employment concept, the turnover rate of post-90s is generally high, which increases the lab or cost of the enterprise to a certain extent and brings new challenges to the management of the enterprise .Based on the grounded theory, this article analyses the post-90s employees' turnover behaviour from three dimensions. According to the steps of open coding, spindle coding and core coding, we summarize the factors affecting the post-90s employees' turnover intention include personal factors, environmental factors and organizational factors, and accordingly put forward corresponding countermeasures to provide a useful reference for enterprises to reduce the turnover rate of post-90s employees.

## 1 Introduction

Human resources are the core driving force for the development of enterprises, which creates unique competitive advantages for enterprises, but the current labor market has a clear "labor shortage" phenomenon, especially the post-90s employees' turnover rate has remained high. According to the data of "Human Resources White Paper ", the overall turnover rate of employees in 2018-2019 is 20.9% and 18.9% respectively [1]. According to the "Report on Employment of Chinese University Students" released by the MyCOS Institute in 2019, The turnover rate of 2018 Chinese university graduates within six months of graduation is 33%, of which 98% have taken the initiative to leave[2]. As a new force for enterprise development, frequent post-90s turnover will reduce the efficiency of the company's employment. Therefore, digging and analysing the relevant factors that affect the post-90s employees' turnover intention is very beneficial to the company's better management of post-90s employees and their normal operation and development.

There are many studies on employees' turnover intention at home and abroad, and three mature models including intermediary chain model, Price-Mueller model and Steers-Mowday model have been formed. However, domestic research is based on quantitative methods more, ignoring the role of qualitative analysis in the field of resignation research.

Therefore, with the help of Nvivo11 qualitative analysis software, combined with grounded theoretical research methods, the post-90s employees' turnover propensity model is constructed, and suggestions are made for solving post-90s turnover behaviours from three perspectives of individual, environment and organization.

## 2 Literature Review

March and Simon (1958) reasonably combined the lab or market and employees behaviour and proposed the earliest separation model in the field of separation research [3]. Mobley (1977) mainly discussed employee separation behaviour from an individual perspective and proposed a heuristic model describing the employee turnover process. Later, it explored other complex factors that affect employee turnover, including non-work values and other accidental factors, expectations of the benefits of current work and satisfaction with current work [4]. Price (2000) categorizes the factors

that affect turnover as individual variables, environmental variables and structural variables, which act on the intermediary variables of job satisfaction, organizational commitment and job-seeking behavior, which in turn affect employees turnover tendencies, Leading to employees turnover behavior[5]. Sousa-Poza and Henneberger (2004) found through quantitative analysis that attitude variables and job characteristics were also significantly related to turnover intention [6].

Domestic scholars have also done related research on the influencing factors of turnover intention. Zhao Xiping and Liu Ling (2003) used factor analysis to explore the correlation between the four factors of job satisfaction, job pressure, organizational commitment and economic remuneration and employee turnover tendency [7]. Han Yi and Liao Jianqiao (2007) studied employee turnover tendency from the perspectives of demographic variables, structural variables, employee orientation and job motivation[8]; Ke Jianglin (2014) studied the effect of psychological capital on employee turnover tendency, transactional psychological capital is negatively correlated with turnover intention, and interpersonal psychological capital is positively correlated with it[9]. Guo Jie (2018) verified that transformational leadership has a positive effect on organizational commitment by establishing a three-partner relationship model of transformational leadership, organizational commitment and employee turnover tendency, organizational commitment can suppress employee turnover tendency [10].

Although the grounded theory is applicable in all major fields at home and abroad, especially in the extraction of influencing factors and the construction of models, However, combining the new phenomenon of post-90s employees' turnover with grounded theory, using the grounded theory to analyze the influencing factors that affect the post-90s employees' turnover tendency, continue to summarize and summarize from the bottom up, gradually forming a conceptual model is a new attempt.

### **3 Research Methods and Data Sources**

#### **3.1 Research Methods**

This article uses NVivo11 qualitative analysis tools, through the research methods of grounded theory, systematically dig and establish the theory from the bottom up on the basis of empirical data. The basic research process is: defining problems, literature review and analysis, data collection, three-level coding of data (open coding, spindle coding and selective coding), establishing theoretical models, and testing theoretical saturation [11]. Continuously analyze and compare the original data, refine the categories and establish associations, and sum up the role model of the post-90s employees' turnover tendency.

#### **3.2 Data Sources**

The research objects of this article include the author's friends, colleagues of the friend's company and the answers who know about the extremely hot topic about the post-90s turnover tendency. It is mainly based on the following considerations: Firstly, the coverage of the survey objects is relatively wide, which avoids the researchers from falling into the dilemma of one-sided analysis; Secondly, in the past communication with them, I have heard about their exposure to turnover intention many times, so I can get a real and effective point of view in the interview and research. Thirdly, they are interviewed voluntarily and do not mix any other inducing components. Before the start of the interview, design the outline of the interview and conduct a pre-experiment on the outline, I firstly interview the three subjects, and test the scientificity of the outline to continuously improve the outline; Secondly, the number of samples is determined according to the theoretical saturation principle, the sample is taken until the new sample no longer provides new important information. Finally, a total of 24 interviewees were selected and in-depth interviews were conducted with them. The interview time of each interviewee was around 30-40 minutes. Under the premise of obtaining the consent of the researched subject, each interview is recorded to form the original data, and then the recording file is converted into a text file, and two experienced coders separately encode the data to form the research Data Sources, Randomly select 3/4 samples

(18 samples) for rooting analysis, and the remaining 1/4 samples (6 samples) for rooting theoretical saturation test analysis. Research object information is shown in Table 1.

**Table 1.** Respondent Information

Project	Category	Sample Size	Percentage
Gender	Male	10	41.7%
	Female	14	58.3%
Education	Associate degree	4	16.7%
	Bachelor degree	16	66.6%
	Master's degree	4	16.7%
Occupation	Firm audit	3	12.5%
	Real estate sales	5	20.8%
	Insurance company sales	4	16.7%
	Education and training teachers	8	33.3%
	Program ape	4	16.7%

## 4 Research Process and Model Building

### 4.1 Open Coding

Firstly, import the text data of 18 interviewees into the Nvivo11 software, carefully analyze and compare the interview content, and extract 96 original sentences about the post-90s resignation information, further integrate similar sentences, and only retain the occurrence frequency of more than three times Concepts, and finally got 27 preliminary concepts (only some examples are listed here), summarize concepts with similar characteristics and meanings into categories, and abstract named categories, and finally get 9 categories, which are personality traits, respect and achievement, Social barriers, pay equity, career development, leadership style, social competition, job opportunity and family relationship. As shown in table 2.

**Table 2.** Open Coding

Examples of original sentences(conceptualization)	Categorization
I am not used to working overtime, I need my own time and space(Advocating freedom)	Personality traits
We should have an equal relationship with our boss, and reject hegemony(Advocating equality)	Respect and accomplishment
I don't want to compromise when there is a conflict with my colleagues(Easy to dispute)	Social barriers
Colleagues who enter the company by relationship have better treatment(Background problem)	Pay equity
The company has no clear promotion channel(Promotion mechanism is vague)	Career Development
Leaders always blindly direct my work(Autocratic leadership)	Leadership style
The employment situation is grim, I want to upgrade my education(Educational restrictions)	Social competition
I can be a dance instructor or make live broadcasts to make money(Forms of work)	Job opportunity
I don't need to make money to support my family(Low family economic pressure)	Family relationship

## 4.2 Spindle Coding

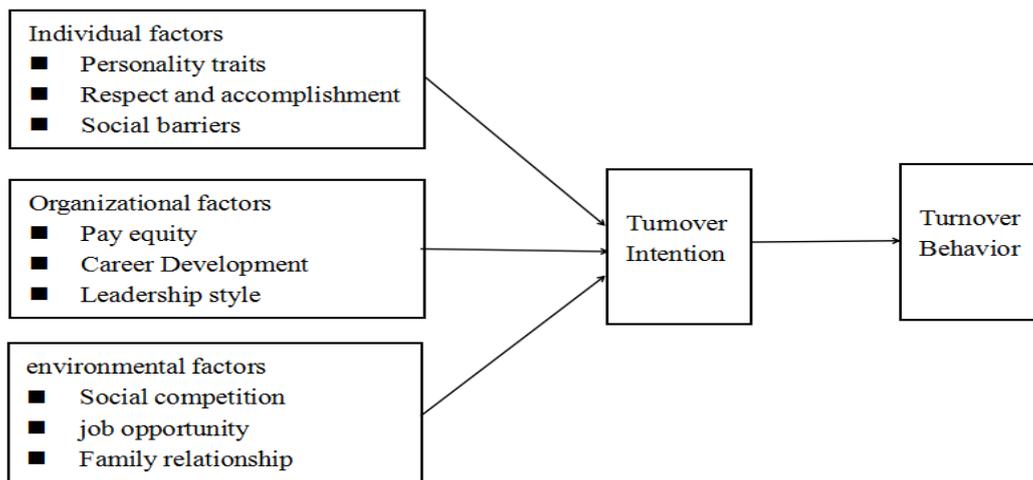
Spindle coding is the process of establishing potential logical connections between independent categories through cluster analysis based on the concepts and categories mined by open coding. Through analysis, a total of three main categories were identified, namely individual factors, organizational factors and environmental factors. The meaning of each main category and its corresponding reference points and material sources are shown in Table 3.

**Table 3.** Spindle Coding

Main category	Corresponding category	Reference point	Material source	Inclusion concept
Individual factors	Personality traits	8	5	Advocating freedom, Strong-minded, Unwilling to cater
	Respect and accomplishment	5	3	Advocating equality, Longing to be respected, challenge yourself
	Social barriers	4	3	Work is not slick, Easy to dispute, Not good at initiative
Organizational factors	Pay equity	13	9	Labor and income do not match, Background problem, Lack of benefits
	Career Development	9	6	Promotion mechanism is vague, Career plan changes, Improve workplace competitiveness
	Leadership style	6	4	Autocratic leadership, Empty promises' leadership , Brainwashing leadership
environmental factors	Social competition	10	7	Educational restrictions, Capacity limitation, Peer pressure
	job opportunity	5	3	Innovation and entrepreneurship, Forms of work, Work channel
	Family relationship	4	2	Consider partner's work, Low family economic pressure, Family members do not support

## 4.3 Selective Coding

Selective coding refers to distinguishing primary and secondary categories among many categories, and systematically linking the primary and secondary categories to verify the relationship between them. After the first two coding stages, three main categories are obtained, and an influencing factor theory of post-90s employees' turnover tendency consisting of "individual factors, organizational factors and environmental factors" is constructed according to the main content of the main categories model, as shown in Figure 1.



**Figure 1.** The Model of post-90s employees' turnover intention

#### 4.4 Theoretical Saturation Test

In this study, the analysis of the 6 original interview materials reserved is carried out to conduct a theoretical saturation test. The results show that no new categories and relationships have been discovered for the main categories that affect the post-90s turnover tendency. The interview records still reflect the context and causality of the influencing factor model of the post-90s employees' turnover tendency. Therefore, it can be considered that the above theoretical model is saturated.

### 5 Research Conclusions and Countermeasures

In this paper, through in-depth interviews, using grounded theoretical layers of coding, the "individual factors-organizational factors-environmental factors" three aspects of the post-90s employees' turnover tendency influencing factor model is formed. Each indicator in the model has a different perception in the interview in order to find the problems encountered by the post-90s employees at work, such as unsatisfactory salary and treatment, poor pressure resistance, and not suitable for company management and so on. In response to similar issues affecting the post-90s resignation, the following suggestions are made.

#### 5.1 Personalization of Induction Training

The post-90s group has their own personality, they advocate freedom, eager to be respected, and lack of experience in the company's workplace for the first time. When personal ideals do not match the company's system, there will be a tendency to leave. Therefore, enterprises should arrange targeted induction training for post-90s employees, and managers should actively communicate with post-90s employees to understand their needs, and formulate effective training content based on the group personality of post-90s employees. The post-90s employees have a poor ability to resist stress. When they encounter difficulties, they will produce negative emotions, which will gradually expand into dissatisfaction with the company. Therefore, employees can relax their tense mood by joining regular corporate events. At the same time, we must pay close attention to the psychological state of employees, and eliminate the problems and dissatisfaction in the work in a timely manner through the interest of the post-90s employees, let employees put down their psychological burdens, give full play to their autonomy, and actively adopt constructive new ideas and new opinions of employees to meet the self-worth realization needs and achievement needs of post-90s employees.

#### 5.2 Fair Salary Distribution

The post-90s employees not only value the amount of salary but also attach great importance to the fairness of salary setting. Salary will affect their work attitude, so it is necessary to establish a fair salary system. First of all, the structure of wages should be rationalized. Enterprises 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 and emphasize the actual performance created by employees. Finally, companies should provide employees with practical benefits from the perspective of human care, such as providing meal subsidies, insurance and paid vacations to enhance employees' sense of organizational identity. For talents that the company wants to retain, equity incentives are especially important, it can increase employees' sense of participation in company projects and management.

### **5.3 Humanistic Corporate Atmosphere**

A good corporate culture can help companies attract talents and carry out management work smoothly. Post-90s employees tend to have a good corporate atmosphere, and job satisfaction will mediate employees' turnover behavior. Companies can provide employees with a comfortable working atmosphere and environment by increasing their tolerance and humanistic care, and through organizational emotional commitment to allow employees to trust and rely on the company psychologically. At the same time, we should also pay attention to the degree of integration of new employees and organizational culture in the post-90s. In terms of attitudes toward employees, companies should treat employees as their partners, not their subordinates, and give employees sufficient respect to help Post-90s employees develop a good workplace character, quickly integrate into the enterprise, and dedicate their strength to the development of the enterprise.

## **6 Research Outlook**

This article uses the grounded theory to analyze the in-depth interview data of 24 post-90s employees with different occupations as samples, and constructs a theoretical model of post-90s resignation. It analyzes the reasons that affected the post-90s employees' turnover from three major aspects, further enriched the research on the post-90s turnover behavior of the special group, and also improved the unilateral research on the predisposition to leave in previous studies, which provides new ideas for enterprises to manage post-90s employees better and also enriches the research on employee turnover behavior to a certain extent.

However, there are still some interviewees who avoid some explanations of deeper psychological activities in the interview. In future research, some methods of psychology can be used to further explore the deeper psychological activities of employees. Secondly, the constructed post-90s model of employees' turnover behavior is based on a small sample of in-depth interviews and qualitative analysis. Its reliability, validity and promotion have yet to be further verified by the large sample. Subsequent research can conceptualize the factors in the model and develop measurement scales to further examine the internal relationships between different variables in the model and make up for the lack of qualitative data analysis.

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