



**Instituto Universitário de Lisboa**

**Turnover Intention of Chinese Millennial Migrant Workers in  
Manufacturing Industry-The Impacts of Work Income and  
Identification**

**Lai Hongshan**

Thesis submitted as partial requirement for the conferral of the degree of  
**Doctor of Management**

Supervisor:

Prof. MA Shaozhuang, Associate Professor, ISCTE University Institute of  
Lisbon

Co-supervisor:

Prof. SHAO Yunfei, Professor, University of Electronic Science and  
Technology of China

May, 2019



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Industry-From the Perspective of Income and Identification  
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## **Statement of Honour Submission of Doctoral Thesis**

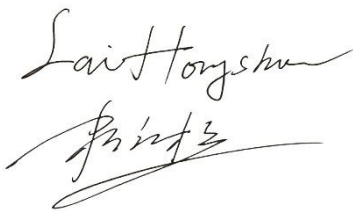
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## Abstract

In recent years, turnover of the millennial migrant workers has become a big challenge in the manufacturing industry in China's eastern coastal provinces. This thesis examines the relationship between the turnover intention of the millennial migrant workers and their work income, organizational and regional identifications and job satisfaction.

A sample of 497 self-report questionnaires was collected from the millennial migrant workers in coastal areas of China, and SPSS was used to run regression analysis to test the theoretical model. This study reveals the following results.

First, the actual income and comparative income gap (actual income-native place income) of the millennial migrant workers are positively correlated with job satisfaction; actual income is positively correlated with turnover intention, and the impact of comparative income gap (actual income-native place income) on turnover intentions is not significant.

Second, both the organizational identification and regional identification of the millennial migrant workers are positively correlated with job satisfaction. The organizational identification and regional identification are negatively correlated with turnover intention.

Third, the job satisfaction of the millennial migrant workers has a negative impact on their turnover intention; the job satisfaction has a mediating effect in the relationship between actual income and turnover intention, and the mediating effect of job satisfaction in the relationship between comparative income gap and turnover intention, is not significant; job satisfaction plays a mediating role in the relationships between both organizational identification and regional identification, and turnover intention respectively.

Based on the above research results, the thesis discusses implications at three levels, including government policy-making, enterprise management and individual millennial migrant workers.

**Keywords:** millennial generation; migrant workers in China; turnover intention; identification; work income

**JEL:** M10 (Management General); M12 (Personnel Management)





## Resumo

Nos últimos anos, o turnover dos trabalhadores migrantes da geração Y (millennials) tornou-se um grande desafio para a indústria nas províncias costeiras orientais chinesas. Esta tese examina a relação entre a intenção de saída voluntária destes trabalhadores migrantes e a sua remuneração, identificação organizacional e com a região, e satisfação no trabalho.

Recolheu-se uma amostra de 497 questionários auto-reportados por trabalhadores migrantes da geração Y nas áreas costeiras da China e utilizou-se análises de regressão com o SPSS para testar o modelo teórico. Este estudo encontrou os seguintes resultados:

Primeiro, a remuneração atual e a discrepância remuneratória (remuneração atual subtraída da remuneração auferida no local de origem) dos trabalhadores migrantes da geração Y estão positivamente associadas com a satisfação no trabalho; a remuneração atual está positivamente associada com a intenção de saída voluntária, e o impacto da discrepância remuneratória nas intenções de saída voluntária não é estatisticamente significativa.

Segundo, a identificação dos trabalhadores migrantes da geração Y com a organização e com a região está positivamente associada com a satisfação com o trabalho. Estão ambas associadas negativamente com a intenção de saída voluntária.

Terceiro, a satisfação no trabalho por parte dos trabalhadores migrantes da geração Y tem um impacto negativo na sua intenção de saída; a satisfação no trabalho tem um efeito mediador na relação entre a remuneração atual e a intenção de saída voluntária, e o efeito indireto da mediação da satisfação no trabalho entre a discrepância remuneratória e as intenções de saída voluntária não é significativo; a satisfação no trabalho desempenha um papel mediador na relação entre a identificação organizacional e a regional com a intenção de saída voluntária.

Com base nos resultados expostos a tese discute as implicações a três níveis incluindo a produção de políticas governamentais, a gestão de empresas e os indivíduos trabalhadores migrantes da geração Y.

**Palavras-chave:** geração Y; trabalhadores migrantes na China; intenção de saída voluntária; identificação; remuneração

**JEL:** M10 (Management General); M12 (Personnel Management)



## 摘要

近年来，中国沿海制造行业新生代异地务工人员离职问题越来越突出。本研究基于 ERG 理论的生存需要和关系需要为切入点，深入分析了新生代异地务工人员离职意向与工作收入、身份认同、工作满意度之间的关系。

本研究中国沿海地区的浙江制造业企业收集新生代异地务工人员有效问卷 497 份，利用 SPSS 统计软件做回归等多种分析。研究发现如下：

一是新生代异地务工人员实际收入和比较收入差距（实际收入-籍贯地收入）对工作满意度都正相关；实际收入对离职意向负相关，而比较收入差距（实际收入-籍贯地收入）对离职意向的影响并不显著。

二是新生代员工异地务工人员的组织身份认同、区域身份认同与工作满意度均正相关。组织身份认同、区域身份认同与离职意向负相关。

三是新生代员工异地务工人员工作满意度对离职意向存在负相关；工作满意度在实际收入与离职意向之间存在中介作用，而工作满意度在相对收入差距与离职意向之间的中介作用不显著，工作满意度在组织身份认同和区域身份认同与离职意向之间都存在中介作用。

基于以上研究结果，本研究认为要化解中国沿海地区新生代员工离职现象的举措，可以从三个方面着手：一是政策制定层面，要打破区域壁垒和歧视，提高异地务工人员身份认同。二是企业经营层面，要注重员工实际收入和认同感的提高。三是个体层面需要加强职业规划和终身学习。

**关键词：**新生代员工；异地务工人员；离职意向；身份认同；区域认同；工作收入

**JEL：** M10 (Management General); M12 (Personnel Management)



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## **Chapter 1: Introduction**

Employee turnover is a core issue in the development of corporate human resource management. Since the founding of the People's Republic of China, it had adopted a planned economic system for a long period of time. As an integral part of their enterprises or institutions, employees often work in one unit for a lifetime and employee turnover is a very rare phenomenon. After the reform and opening up policy was implemented, with the rapid development of the market economy, employees became free to choose their own jobs and employee turnover occurs frequently. Especially since the 1990s, the turnover rate of employees in China has increased year by year, and the turnover rate of some enterprises has reached more than 25% (Liu & Pei, 2008). The millennial labor forces have presented new features in the labor market, such as new attitudes towards turnover. Turnover has become much easier and frequent (Wu & Yang, 2014). According to Fu and Liu (2017), the turnover rate of the millennial employees has increased significantly. The high turnover rate not only affects the economic benefits of enterprises, but also their efficiency. However, China is yet to be a developed country, its industrial transformation and upgrading is still at a crucial stage, and the aging is accelerating. If the millennial employees leave the job frequently, enterprise labor shortage will concur with difficult employment of millennial employees. It will definitely affect the development of enterprises and even the sustainable development of China's economy. The departure of the millennial employees in China's coastal areas has caused labor shortage. Nowadays, there is a short supply of labor in the manufacturing industry and traditional service industries in China's coastal areas. Therefore, research on the turnover behavior of the millennial employees in China's coastal areas is important to understand this generation and to better manage the turnover issue in the manufacturing sector in China.

### **1.1 Research background and significance**

#### **1.1.1 Research background**

Since the temporary "labor shortage" broke out in Dongguan, Guangdong Province for the first time in 2004, the phenomenon of "labor shortage" in coastal developed areas has been increasing. The global economic crisis in 2008 and the economic recovery in 2010 were

followed by large-scale “labor shortage” and the situation was getting worse with the economic development (Li, 2012). According to the data collected by the National Bureau of Industry and Commerce of China in the sample survey of private enterprises across China in 2015, 34.9% of the private enterprises in the eastern coastal areas of China were found to have difficulty in recruiting workers, and 27.1% of the enterprises experienced shortage of Labor supply; From the perspective of industry types, the figures were 38.8% and 31.6% respectively in the manufacturing industry, which exceeds other industries. What’s worse, while facing the difficulties in recruiting employees, manufacturing enterprises also face high turnover rate of employees, which has aggravated the labor shortage in the manufacturing industry. According to the Turnover and Salary Adjustment Survey Report in 2015 released by 51job.com, a leading recruitment firm in China, the average employee turnover rate in 2015 was 17.7%. From the perspective of different industries, the manufacturing employees still ranked first with a turnover rate of 20.9%. It is believed by some scholars that the high turnover rate of front-line employees is a development bottleneck and outstanding problem faced by manufacturing enterprises in China’s corporate management practice (Wang, Li, Xiong, & Sun, 2016). In the process of corporate development, large-scale or frequent staff turnover will bring many negative impacts to enterprises, including tangible and intangible costs such as high recruitment costs, training costs and even business secrets (Wen, 2006). Excessive employee turnover not only brings a labor problem for manufacturing enterprises, but also leads to a decline in their competitiveness, brain drain and technology loss (Huang, 2014).

This phenomenon of turnover is very common in coastal manufacturing enterprises, and the amount is on the increase year by year (Wu, 2013). For example, a follow-up survey of a footwear manufacturer under the Hong Kong Luen Thai International Group showed that the turnover rate of employees from 2006 to 2011 reached 13.5%, 16.2%, 18.3%, 23.1%, 29.9%, and 43.7% respectively. This is not an accidental phenomenon, nor is it an individual phenomenon of this enterprise, but a common situation among coastal manufacturing enterprises (Wu, 2013; Sun, 2013; & Huang, 2014), and there are multiple reasons.

To begin with, regional development across China is extremely uneven. For example, the development between rural and urban areas is uneven and the development of the developed coastal areas of the east and the underdeveloped areas in central and western China is uneven, and this uneven regional development results in a fact that the labor forces are mainly composed of non-local population. According to statistics, the migrant labor forces account for more than 80% of the total labor forces in the coastal manufacturing industry (Wu, 2013 & Cao, 2014),

which may lead to cross-regional family structure and different welfare and identities brought by the geographical identification system. The existence of uneven regional development can lead to multiple identification problems for employees, such as identification among regions and identification inside and outside the enterprises; imbalanced in regional development also leads to an increase of external population, and the gap between the design of supporting welfare system as well as identification system and the actual needs will lead to the back-flow of the labor forces across the region and, in turn, bring about labor shortage, which has become a major problem in the development of enterprises.

In addition, the generation characteristics of those born in the 1980s and 1990s are also a factor that cannot be ignored. Studies of Huang (2014), Sun (2013), and Wu et al. (2013) show that the main forces in today's workplace are those born in the 1980s and 1990s; those born in the 1980s are the mainstays in enterprise management; a noteworthy phenomenon is that the millennial employees born in the 1980s and 1990s are less loyal to the company than their parents. They have stronger self-awareness, stronger multicultural acceptance, higher degree of education, higher occupational expectation, changing work concept, high material and spiritual requirements, and eagerness for a harmonious, equal, free, relaxed, inclusive and democratic working environment. They are sensitive with low emotional stability and poor resilience, and are more likely to quit the job. It is found that 80% of those born in the 1980s have job-hopping experience, 45.7% of them change their jobs for more than three times, and 11.6% of those born in the 1990s change their jobs for more than five times (Wu, 2013). It can be seen that the turnover behavior of employees born in the 1990s and 1980s who are the main force in the labor market has become an important factor for the high turnover rate of Chinese enterprises.

The millennial employees have the personality characteristics of pursuing individuality and self-expression, focusing on self-realization, advocating innovation, lacking patience, and having poor occupational stability and weak psychological resistance. The work values of the millennial employees can positively predict the turnover intention (Pi & Zheng, 2018). The work values of the millennial employees are mainly salary satisfaction, work atmosphere, and self-realization (Yao & Liang, 2017). Alderfer (1969) proposed the ERG Theory based on Maslow's hierarchy of needs, highlighting the three categories of needs: Existence, Relatedness and Growth. Existence needs include all material and physiological desires such as wages, benefits and working conditions. Relatedness needs refer to social and external esteem; relationships with significant others like family, friends, co-workers and employers, and also means to be recognized and feel secure as part of a group or family and interaction with other

people in life and work, such as identification; Growth needs refer to internal esteem and self-actualization. This includes desires to be creative and productive, and to complete meaningful tasks. Growth include learning new skills and deploying skills (Li, Zhu, Zhang, Sun, & Fan, 2016). The three needs of ERG Theory are positively correlated with the job satisfaction of the millennial employees (Li, Wang, & Chen, 2015). The recent “labor shortage” in coastal economically developed areas should first be attributed to the narrowing income gap between urban and rural areas in China and between underdeveloped areas and developed areas in the southeastern coastal areas (Li, 2012) which has led to a cross-regional population back-flow. Identification can exert a significant positive impact on the willingness of millennial migrant workers to stay in the urban areas (He & Hu, 2017). Therefore, on the basis of ERG theory, with salary satisfaction of the millennial employees as the existence needs and identification as the relatedness needs to analyze the factors affecting turnover intention will help Chinese manufacturers to further understand and deal with problems of labor shortage.

### **1.1.2 Research questions**

With turnover of the millennial employees in China’s coastal areas as the research sample, this thesis mainly studies the influencing factors and mechanism of turnover intention of the millennial employees based on ERG Theory in the new social and economic environment in China’s coastal areas. Specifically, the following four questions are mainly studied in this thesis.

(1) What is the current status of work income, identification, job satisfaction, and turnover intention of the millennial employees? Are there similarities and differences among the millennial employees with different demographic characteristics?

(2) What are the influences of work income and identification on turnover intention?

(3) What is the relationship between work income, identification, job satisfaction and turnover intention?

### **1.1.3 Research significance**

In practice, China is currently in a period of transition, and the changes in employees brought about by industrial upgrading are more intense than before. At present, with the industrial upgrading in the coastal areas, the sharp decline in labor forces across China and the new characteristics of the millennial employees have led to more frequent turnover of the millennial employees and more diversified turnover reasons. This phenomenon is manifested not only in labor shortage, but also in the sharp increase of labor costs. Therefore, from the

perspective of the current development of the entire Chinese economy, studying the turnover of the millennial employees in China's coastal areas not only has great practical significance for alleviating the labor shortage, but also makes practical contribution to the overall industrial upgrading of China.

In theory, employee turnover is an old problem and an important issue in corporate micro-management. However, it can be found that it is one-sided to analyze and study employee turnover only from the micro perspective of the enterprise. To understand employee turnover from a broader perspective will generate more accurate and targeted countermeasures. Therefore, to study the unique factors affecting the turnover of millennial employees in China's coastal areas with ERG Theory can not only break through the existing limitation of discussions within enterprises, but also extend the study of employee turnover from inside the organization to outside the organization, from direct realistic benefits factors to conceptual and cognitive factors. Also, the environmental factors and changes of the thoughts of the millennial employees are also considered. This thesis has made progress in the theoretical research on employee turnover and can enrich and develop the existing mainstream employee turnover theories.

## **1.2 Research objective and research methods**

### **1.2.1 Research objective**

This study mainly considers the employees born in the 1980s and 1990s of the manufacturing enterprises in Zhejiang Province, and an important basic characteristic of these employees is that there is a difference between their family location and their place of employment. An important reason for choosing this group is that Zhejiang Province is an important manufacturing center in China, and those born in the 1980s and 1990s are the core group of Chinese manufacturing enterprises in the future. These people are facing the pressure of social and economic transformation of China at the same time, which is particularly evident for individuals working outside their hometowns. Taking them as the objects of study and verify propositions through research can fully reflect the problems faced by China in employee development and enterprise development at the current stage.

### **1.2.2 Research methods**

This thesis adopts quantitative methods and uses various statistical analysis methods to conduct research.

First, literature is reviewed to develop hypotheses and build theoretical model. Although the factors affecting turnover intention of employees have been extensively discussed in previous studies, most of them are from the perspective of imbalanced regional development in China, with few discussing turnover intention of the millennial employee from the ERG Theory. This thesis analyzes and discusses the research question through reviewing and summarizing relevant literature at home and abroad. Based on reading and studying existing literature, this research further adopts quantitative statistical methods to test hypotheses. The ERG Theory is first used to construct the research framework of employee turnover intention. Then first-hand data are collected through field visits to enterprises to distribute questionnaires. Then the correlation analysis, factor analysis and regression model analysis are performed using SPSS 20.0 and AMOS 17.0.

### **1.3 Thesis structure**

This thesis is divided into five chapters. The first chapter is a brief introduction of research background, research significance and research methods, which is the preliminary basic work of this thesis. The second chapter is a literature review of relevant topics and a summary of relevant research results so far. The third chapter is a detailed explanation of the research methods, including elaboration of qualitative research and quantitative research methods, as well as their application in this study. The fourth chapter mainly explains the results of empirical analysis and discusses whether the various hypotheses of quantitative research are valid. The fifth chapter is the countermeasures and suggestions. The author puts forward corresponding countermeasures and suggestions in response to the research conclusions to promote migrant workers in coastal areas of China to work in a better way.

## **Chapter 2: Literature Review and Research Hypotheses**

This chapter discusses the related concepts of millennial migrant workers, the relevant theories of the turnover intention of millennial migrant workers, and the relationships between turnover intention, job satisfaction, income and identification. Based on literature review and ERG theory, the research hypotheses and research model are proposed and developed.

### **2.1 Characteristics and work attitudes of millennial workers**

#### **2.1.1 Generational theory and millennial workers**

The millennial migrant workers grow up in a society of economic globalization, political and cultural pluralism, and a huge influx of Western thoughts, which makes their value orientation diversified in many aspects such as thinking methods, emotional expression and psychological needs. When they gradually become an important source of enterprise creativity and productivity, intergenerational contradictions and conflicts in enterprises gradually become an increasingly hot issue in the field of management psychology and human resources. Therefore, the concept of millennial migrant workers is based on the generational theory. Generational theory originates in the West, and its research contents are extremely extensive, involving intergenerational differences, intergenerational dimensions, intergenerational influences, and intergenerational management measures. Research on the generational theory indicates that the development of society is the result of the interaction of individuals and society. “Generation” is defined as an identifiable group that shares birth years, age, location, and significant life events at critical developmental stages (Zhang & Zhou, 2015). According to the generational theory, the same generation has common group characteristics, so their external performance also has a common behavioral pattern. Different generations have different group characteristics and specific behavioral patterns. Therefore, under the generational theory, the millennial migrant workers have very distinct group characteristics and external behavioral patterns. Specifically, domestic and foreign scholars have carried out extensive research on the generational theory.

Research on “generation” originates in the West, and the research on “generationality” can be traced back to scholar Mannheim (1952) who argues that development is the interaction between individual and social time, emphasizing the importance of social factors to human development. Since then, research on “generationality” focuses not only on its definition and division, but also the generational differences. Mannheim (2000) argues that generational replacement is an objective phenomenon in the development of human society. In the generational replacement process, the young generations are different from the old generations in psychological and behavioral characteristics of the values, ways of thinking, emotional patterns, and behavioral patterns, which enables us to observe and predict the direction of social development. Because today’s young generation that is “not in the field” will be the generation “on the spot” tomorrow and will become the protagonist of the whole social stage. Their psychology and behavior determine the collective psychology and behavior of the whole society. Generation is the key for generational difference analysis. The generational cohort is made up of individuals who share common historical experiences and social life experiences. The common historical experiences and social life experiences have a relatively stable impact on the life of the generational cohort members, and distinguish one generational cohort from the other. Giancola (2006) argues that due to differences in social class, gender, creed and national culture, it cannot be assumed that all members of any particular generational cohort experience the same critical sociocultural and socioeconomic events in the same way. Sessa et al. (2007) believe that organizations should pay attention to the issue of generational cohort, give full play to the different roles of managers of different generations and appoint different types of leaders; organizations should understand and meet the expectations of different generations of employees for leadership behavior; organizations should give full play to the advantage of employee generational diversity to improve organizational effectiveness.

There has yet been no unified understanding of the definition of generationality. There is no standardized criterion to define a generation because different scholars explore different generational differences and come up with different names to mark a particular generation (Reeves & Oh, 2008). In addition, different scholars have differences over which year should be used to distinguish one generation from the other. If a person was born in 1985, it would be inaccurate to contend that people born in that year had the same characteristics (Reeves & OH, 2008). Researchers (Howe & Strauss, 2000; Reeves, 2006; & Cereja, 2018) argue that in addition to age, there are three factors that can be used to discriminate between generations, namely self-perception, shared belief, and common historical positioning. It can be seen that



there is a lack of consistency in terminology and date among researchers on the definition of generation, and there are significant differences between any given generations.

Compared with the extensive and in-depth research on generational issues in foreign countries, research by Chinese scholars is still in its infancy. Since the 1980s, the generational theory has been introduced into China. Scholars in various fields in China have described and analyzed generational relations and generation gaps from the perspectives of sociology, cultural anthropology, youth studies and demography for nearly 20 years. The research results mainly focus on two aspects of the connotation of generations and the generational differences of work values. For example, some scholars in China use sociological standards to link the formation of generations with social changes and define a generation as a cohort group of individuals born in the same period, undergo the same social changes and form unique historical social consciousness or collective identification, with attitudes and behaviors different from previous generations (Wu, 2006). When the division and change of generations are linked to major social and historical phenomena to constitute the common experience and value of a generation, the concept of generation enters the category of sociology and cultural anthropology (Yang, 1997). Zhang and Cheng (1988) believe that a “generation” refers to a group of individuals with certain social traits that are created by the age and the specific environment in which they live and grow. In this sense, age is more like an indicator to distinguish “generations” than a criterion to classify “generations”. Liao (2004) pointed out that the two attributes of “generation” are in the relationship of unity of opposites. The opposite is manifested in that the age attribute of the generation has the features of stability and invariability, while the social attribute has the features instability and variability. The unity is manifested in that the variability of social attributes must be considered and investigated in a certain age cycle, and the cycle of “generation” cannot be shortened at will. That is, the “generation” cannot be arbitrarily divided ignoring necessary age cycles. Zhou (2008) argues that “generation” is both a biological fact and a social fact.

Chinese scholars’ analysis of the millennial migrant workers is mainly concentrated in two perspectives. One is to analyze the millennial migrant workers according to the age limit. For example, Xie et al. (2007) defined those born since the 1980s as the millennial generation cohort group. The other is to analyze based on the different growth environments. For example, He et al. (2009) analyzed the millennial migrant workers from the importance of the technological elements in the growing environment. However, on the whole, Chinese scholars’ analysis of the millennial migrant workers is mainly concentrated in the post-80s generation, which is the only

child generation in China. The group of only child in itself is a generation under the joint influence of China's political and social development with very distinctive characteristics. Therefore, the millennial workers represent the staff born after the 1980s. As time goes by, the millennial workers are in fact the mainstays of the enterprise and are key to the enterprise development. Nowadays, the connotations of millennial workers are more diversified, and they are defined not only by age but also educational background.

From the above discussion, it is known that there are no strict and unified criteria for the definition of the millennial generation. In order to accurately define the millennial employees, this research uses the dimensions of time and characteristics for definition. To be specific, the millennial employees studied in this thesis refer to the enterprise employees born after the 1980s. In general, there are many prominent characteristics in the millennial migrant workers compared with older employees. For example, they have strong learning ability, independent individuality, and strong desire to realize self-fulfillment; they like challenging work and have strong innovation ability; they grow up in the era of peaceful development and have the characteristics of pursuing democracy and are unwilling to be restrained; they have strong desire for realizing self-value; they are independent and willing to accept new things with strong learning ability. With household registration still in their original birthplace, millennial migrant workers get employed by working outside the hometown. They give up the social network in the original birthplace and need to get integrated into the organizational and social environment of the workplace. As they are not the first generation of primitive accumulation, their lives are more casual, and they can break through the shackles of wages and pursue more individuality.

These characteristics lead to rich connotation of the millennial migrant workers as a cohort. In addition, the millennial migrant workers are often labeled to have some features. For example, they have less social experience; their ability to withstand various work and life pressures is poor; after frustration, they are at a loss, full of anxiety, and are always indignant about social inequality; they tend to compare unrealistically with others and if they found a gap after comparison, there might be turnover intention; some millennial migrant workers have grandiose aims but puny abilities and seek quick success and instant benefits, making it difficult for them to do an excellent job in the position.

In summary, based on the previous research on generational theory and the millennial generation, the thesis systematically and comprehensively analyzes the connotation and significance of millennial employees, further segments the group of millennial employees according to the development situation in China, and gives new meaning to the group of

millennial employees. It also indicates that the cohort definition of the millennial migrant workers is not formed by the employees themselves, but a result of combined effects of the working environment, social environment and employees themselves. Therefore, the current millennial migrant workers have become a social phenomenon which plays a vital role in the overall development and progress of the millennial migrant workers as a whole. At present, both the enterprise and the society regard the millennial migrant workers as an important whole, and the millennial migrant workers are indispensable for enterprises to master their destiny and exert their value. At present, there is no existing research on the detailed classification of millennial workers. They are defined mainly by age in Chinese research, and generally those born after 1980s are the millennial generation.

Research on generational differences of the workplace starts rather late and the research methods and research perspectives are yet to be improved. Westerman and Yamamura (2007) found that generational difference in the workplace is an area in which the uncertainty brought about by a key scenario in management research is more acceptable and easier to be tackled but not fully examined yet. Therefore, foreign scholars have also studied the generational differences in the workplace later. Deal (2007) argues that there is no unique difference between the millennial migrant workers and the old generation employees, and the so-called generational differences are the natural differences between the young and the old. Sessa et al. (2007) studied the generational differences of organizational managers' leadership behaviors and found that managers of different generations have different perceptions of the importance of different leadership traits, and there are also differences in their leadership behaviors, although not obvious as described in the mass media. Twenge and Campbell (2008) collected data from the psychological factor questionnaire filled out by 1.4 million people in the US from 1930 to 2008 and analyzed the generational differences of psychological factors such as narcissism, self-esteem, anxiety, and control points using the longitudinal study method as well as the impact of these differences in the workplace. Results show that employees of different generations do have differences in psychological factors. The younger generation (Generation Y) has higher self-esteem, narcissism, anxiety and depression and lower external control points. Meeks and Lamm (2009) examine generational differences in workplace interestingness perception and evaluation as well as the impact of such generational differences on individual workplace outcome variables such as job satisfaction, business performance, and organizational citizenship behavior. In the end, it is found that different generations have different perceptions and evaluations about the interestingness of the workplace. Compared with Generation X,

Generation Y witnesses a stronger positive correlation between workplace interestingness and individual workplace outcome variables.

## **2.2 Work values and work attitudes of the millennial workers**

As for research on generational differences in work values, Chao (2006) pointed out that “work-life balance” is the most important value of the millennial migrant workers. Some studies have found that the millennial migrant workers value freedom most. Through a horizontal comparison between the Generation X and the baby boomers during the same period in the US, Smola and Sutton (2002) found that the work values of the young Generation X are completely different from those of the older baby boomers. The Generation X employees are not very much loyal to the organization and are more self-oriented. They work for their own goals rather than for the organizational goals. Compared with the older generation employees, they are more eager to get faster promotion and do not agree with the concept that “work is an important part of life”. If having enough money, they tend to stop working. Cennamo and Uardner (2008) selected 504 respondents in New Zealand to study the differences in work values among the baby boomers, the Generation X and the Generation Y, and the consistency of individual-organizational values. The conclusion is that the three generations have significant generational differences in status values and freedom values (the younger generation pays more attention to status and freedom at work than the older generation), but there are no differences in terms of internal values, external values, social values, altruistic values, and perceived organizational values. Choi (2008) studied the generational differences in the values of the management personnel in the US hospitality industry, and summarized the similarities and differences of work values among the three generations and the future development trend. Sullivan et al. (2009) studied the generational differences between the baby boomer generation and the Generation X in occupational values by investigating 982 professors in the United States and found that the Generation X has higher demands in the consistency of intrinsic value and external behavior and work-life balance than the baby boomer generation, and the two generations have no differences in the demands for work challenges.

Regarding the study of generational differences in work values in China, although survey shows that the post-90s are optimistic with a generally positive, enterprising and healthy outlook on life (Liu, 2012), they seem to have been labeled as self-oriented, impetuous, rebellious, and unrealistic with no awareness of teamwork (Zhang, 2010). However, research has shown that in the values of those born in the 1980s and 1990s, apart from the work and

family orientation, have no significant difference with those born in the 1960s and 1970s in terms of work development and reality orientation and hierarchical relationship orientation (Zhang et al., 2009).

Millennial workers care more about whether their immediate superiors care about their work and life, work with responsibility, give themselves more guidance than criticism, and uphold their dignity. Their biggest dissatisfaction with their immediate superiors is mainly related to equity, involving rudeness in communication, scolding, partiality to trusted followers, unfair arrangement of work and deduction of wages (Zhang, 2010). Some of the employees born in the 1980s and 1990s have insufficient experience and are easy to enter the extremes of self-centeredness, blindly seek quick success, and lack the holistic view and responsibility. However, in general, they are good at using various resources and channels to learn new knowledge. They are creative, passionate and good at presenting the best (Lou, 2009). The proportion of employees born in the 1980s and 1990s who view remuneration as a sign of success and happiness is significantly lower than that of their previous generations. Correspondingly, value embodiment has become the primary concern when they choose their careers (Ning, 2010). In the criteria of job selection, both employees born in the 1980s and the 1990s mainly consider “high economic income and good welfare”, “possibility to exert individual talents”, and “workplace in big cities”. They believe that whether there is a strong social network is the key to finding a satisfactory job (Jiang et al., 2010). At present, there is little research on the millennial migrant workers from the perspective of social cognition. Only Dong and Gao studied those born in the 1980s from the perspective of social evaluation, and found that there are strong intergenerational evaluation differences between those born in the 1980s and other generations.

In addition, there are still great differences between China and Western countries in terms of social background and historical development, which leads to distinct differences between the growth environments of China’s millennial generation and their foreign counterparts. China’s millennial generation is in a period of social transformation. In the rapid economic development, their personal experiences bear distinctive characteristics which are reflected in concrete group characteristics and behavioral patterns. Therefore, the values of the current millennial migrant workers are significantly different from the values of previous generations. It alerts us that the research on the millennial migrant workers in the West cannot be fully applied in China. When studying the millennial generation, it is not advisable to simply adopt the same analysis of foreign research to study the millennial migrant workers. China must focus

on its own development and the actual situation of employee development to conduct correct research on and guidance of the millennial generation of employees, so as to adopt different management methods and modes for the actual situation of the millennial migrant workers in China. Therefore, the fundamental thing is to define millennial migrant workers in China.

Unlike the old generation employees, the millennial workers have been given unique characteristics of the new era: only child, loved by the family; change of the times, growing up in the era of reform and opening up; social and economic globalization, experiencing the conflict and fusion between eastern and western culture (Tapscott, 1998); higher education reform, having high academic qualification (Lyons, 2004); the rapid spread of the Internet, exposure to a large number of knowledge and information from different societies. This growth environment has help the millennial migrant workers form distinctive personality characteristics: strong sense of innovation, but low job satisfaction and loyalty (Shri, 2011; Meister & Willyerd, 2010); eager for short-term returns, but lack patience and do not like to work in accordance with the rules (Twenge, Campbell, Hoffman, & Lance, 2010; Cennamo & Gardner, 2008); having a high level of computer skills and technical skills, but lack the skills to communicate and listen (Smola & Sutton, 2002).

Due to the difference in growth background and the impact of economic globalization, diversification and informationization on social ideology, the millennial migrant workers have a high degree of achievement orientation and like to work independently (Westerman & Yamamura, 2006). They enjoy the meaning and fun of work and pursue work-life balance (Twenge et al., 2010). They focus on equality and fairness and ignore the authority (Shri, 2011). Therefore, in the era of sustainable, competitive and value-based management system (Dolan, Garcia, & Richley, 2007), how to effectively manage the millennial migrant workers from the perspective of their work values is a key and core issue of millennial migrant workers management, a focus of attention by researchers and managers, and an inevitable choice to improve the core competitiveness of the organization in the new era. The study of work values stems from the discussion of the concept of values. Most researchers believe that values are a standard or criterion to select goals or guide behaviors (England, 1967; Rokeach, 1973; Meglino, Ravlin, & Adkins, 1989; & Dose, 1997) and keep stability for a long term (Kilmann, 1981; Schwaz & Bilsky, 1987). It is believed that values evolve with changes in culture, society, and personality. At the conceptual level, some scholars believe that work values are the preferences for types of work and work environment that individuals are willing to consider in their work choices (Super, 1970; & Pryor, 1979). They are individuals' cognition of work principles, ethics,

and beliefs as well as an internal ideology system that directly affects behavior (Elizur, 1984).

Chinese scholars Li and Hou (2012) collected the comments of the public on the work values of the millennial employees in the Internet and newspaper and carried out modelling research on 1,657 relevant reports with the broadness, representativeness and timeliness as the screening conditions and “post 80s and 90s” and “values” as the search keywords. The research argues that the millennial employees pay attention to self-feeling, pursue the balance between work and life, and attach importance to the sense of fulfillment in the work; the millennial employees have higher cost of living and competitive pressure, so they also value payment. However, compared with the old-generation, they attach importance to career development, work experience accumulation and social network extension while paying attention to compensation. Under the influence of the Western culture and personal growth environment, they hope to be respected and understood, get attention from others and fairness, and have a good interpersonal relationship and working atmosphere. Therefore, the self-emotion, material environment and interpersonal relationship are important factors influencing the work values of the millennial employees.

## **2.3 Literature on turnover**

### **2.3.1 Definition of turnover**

There have been numerous studies on turnover and different scholars have different research scopes and objects of study, which leads to great differences in the research significance and the application value of research results. Mobley (1978) argues that turnover is the result of an employee's voluntary negation of his original position after working on the position for a period of time, so that he loses both his position and the benefits given by the position, and are completely separated from the original organization. Mobley (1982) further proposed a clearer definition of turnover, which is “a process in which a person receiving monetary compensation from a company interrupts his relationship with the company as an employee”. This definition effectively distinguishes between turnover and mobility within the company and emphasizes the characteristic of the interruption of the employment relationship between the employee and the organization; in this expression, turnover is defined as a process of individual active mobility. Later, the concept of turnover was developed at a macro level. Butler and Skipper (1983) adopted a broad definition, arguing that “turnover” refers to the position change of a person in the working situation. Price (2001) defined “turnover” as “the

change of individual's status as a member of an organization". Ladkin (2002) and Ladkin & Riley (1996) also adopted the broad definition in career analysis and divided the career path structure into two types according to the approaches of moves: (1) the traditional bureaucratic type, which refers to the career path of internal moves inside the organization; (2) modern lateral type, which refers to the career path of external moves outside the organization.

Therefore, in a broad sense, turnover includes the transition of employees from one workplace to another (move between fields) and from one occupation to another (move between occupations); in a narrow sense, turnover refers to the employees' departure from a particular organization. But, in fact, we understand it as "employee mobility", which is more appropriate to reflect of the extension defined by "turnover".

### **2.3.2 Classification of turnover**

The classification of turnover is generally based on the micro level of the organization combined with the relevant subjects and influencing factors. For instance, according to the intention, turnover is divided into voluntary turnover and involuntary turnover (Pice, 1977), the former being a behavior of the employees' will while the latter being the opposite; there is also research combining voluntary or not with avoidable or not (Abelson, 1986). Avoidable voluntary turnover and unavoidable voluntary turnover are mainly from the perspective of individual factors of employees, while controllable involuntary turnover and uncontrollable involuntary turnover are mainly distinguished by the organization's control over turnover. From the organizational perspective, turnover is divided into functional turnover and dysfunctional turnover (Dalton et al., 1979). Functional turnover means that when the organization believes that the turnover of employees does not harm its interests, it will not attach importance to the turnover and retain the employees, while dysfunctional turnover means that the turnover of employees will bring harm to the organization, and the company will try to retain them. Turnover can also be divided into temporary and permanent turnover and internal and external turnover according to time and space.

The turnover behavior of employees has a great impact on both the organization and the individual, because it affects employee morale, team performance and productivity, and ultimately affects the effectiveness of the organization (Arget et al., 1995; Gay et al., 1996 & Abibas & Hollman, 2000). Therefore, it is necessary to carry out research on turnover for the micro-organizations.



Employee turnover is a behavioral concept, but behavior is first dominated by consciousness psychology, so the study of turnover must start from turnover intention. Turnover intention is the sum of employee's intention to leave, the tendency to find other jobs and the possibility to nail down a new job (Mobley, 1978). It symbolizes the perception of whether an individual remain or leave an organization (Cotton & Tuttle, 1986) Turnover intention is an effective indicator of the turnover behavior (Steel & Ovalle, 1984; Cotton & Tuttle, 1986; Lee & Mowday, 1987). Turnover intention and turnover behavior are closely linked (Giffeth, Horn & Gaetner, 2000). Since turnover intention is an intrinsic psychological feeling, it cannot be measured by external and visualized indicators or parameters. In order to identify turnover intention of an individual, it is necessary to use certain scales externalize people's inner thoughts. For example: Mobley et al. (1978) and Farh et al. (1998) developed measurement scales of turnover intention mainly including items of "I may leave this organization next year" and "I often want to quit my current job". From these items we can understand the connotation of turnover intention.

The issue of employee turnover has been widely concerned by the academia and the business practitioners. So far, the most influential theoretical models for employee turnover include: the turnover model of March and Simon (1958), the turnover model of Price (1977), the Intermediate Linkage Model of Mobley (1977), the turnover model of Steers and Mowday (1981), the job embeddedness theory of Mitchell et al. (2001), and the turnover decision types model of Maertz and Campion (2004). Since the relevant theories has a certain inheritance in the overall theoretical thought, this study will briefly explain the development of the relevant theoretical system and their relationship with each other.

### **2.3.3 Theoretical models of turnover**

#### **(1) March and Simon's participatory decision-making model**

March and Simon's (1958) model is called the participatory decision-making model(see Figure 2-1). It is based on the integration of the rationality and easiness for employees' turnover behavior and it is constituted by two models.

In this model, March and Simon argue that employee satisfaction with work and their estimation of the likelihood of their mobility between companies is an important predictive factor of turnover behavior. Job satisfaction is mainly reflected in the value realization degree of the employees, grasp and connection degree of working relationship and the competence degree of relevant job roles. The self-value realization in work is mainly reflected in style of

work of relevant leaders, the amount of personal income, the degree of decision-making participation in the work, the promotion of individuals in the future development, and the educational background. The grasp and connection degree of working relationship is mainly reflected in the degree of employee ability and position fit and their adaptability to the work process. The competence degree of relevant job roles mainly refers to the consistency between requirements for employees' work and their corresponding role as a member of the company and their actual performance as well as the diversity of job adaptability demonstrated as the role changes. The easiness of mobility is mainly reflected in the number of external companies that employees can observe, the number of related positions that they are capable of, and the extent to which they are willing to accept relevant positions.

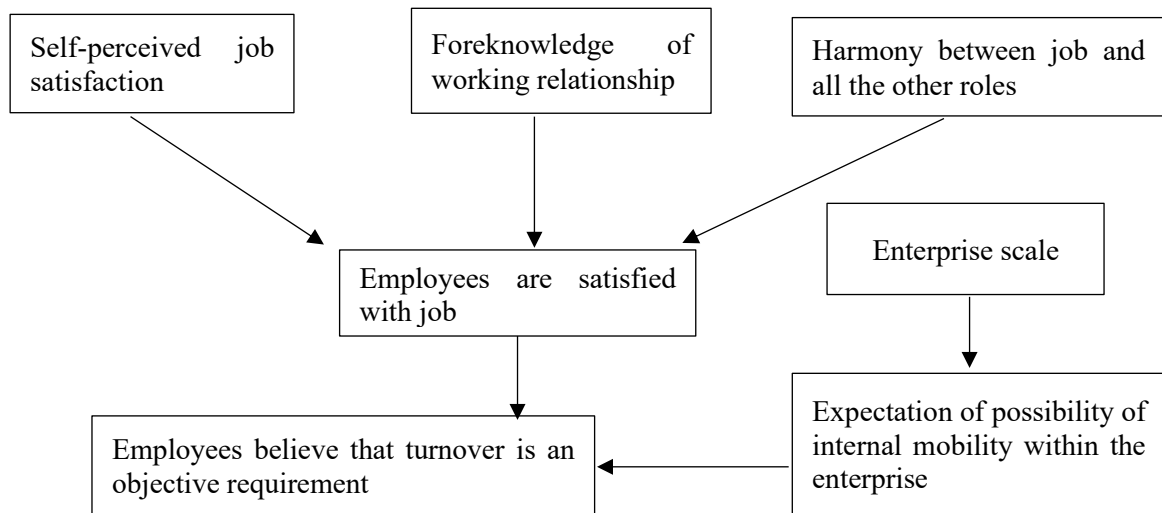


Figure 2-1 Participatory decision-making model

Source: March and Simon (1958)

Based on the above-mentioned participatory decision-making model, external factors are introduced to extend the model (see Figure 2-2). It is assumed that when the equilibrium between incentives and contributions increases, the possibility of individuals to leave the organization will decrease, and when the equilibrium decreases, the possibility will increase. The equilibrium between incentives and contributions is also influenced by both the desirability and easiness to leave the organization. This research model is the first to link the individual behavior with external market factors so as to examine employee turnover from multiple aspects.

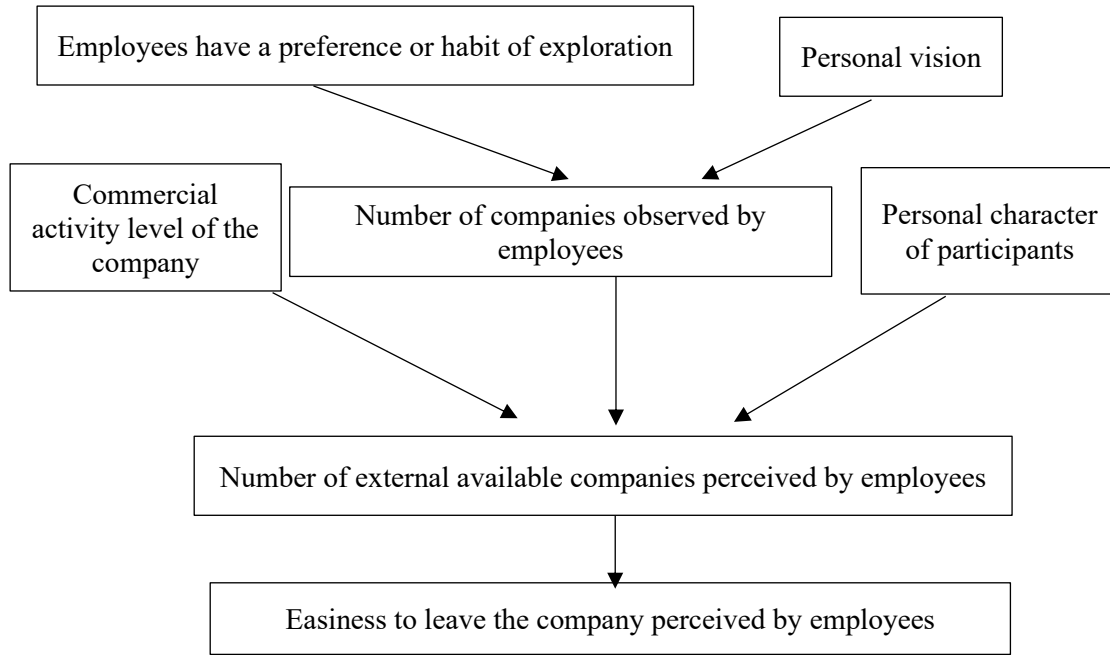


Figure 2-2 Participatory decision-making extended model

Source: March and Simon (1958)

**(2) Mobley’s turnover decision-making process model**

Based on the study of March and Simon, Mobley (1977) established a theoretical model of employee turnover by adding relevant mediating variables between turnover and job satisfaction as shown in Figure 2-3. The theory argues that there are certain steps in employee’s turnover: employees who are dissatisfied with a job will have the idea of leaving the company, then evaluate the relevant turnover behavior and consider other alternative solutions, form the turnover intention and eventually leave the company. The core of the whole model is that employees will form a turnover intention before leaving the company, and the turnover intention is affected by the degree of job satisfaction. That is to say, the degree of job satisfaction does not directly affect the occurrence of individual turnover behavior.

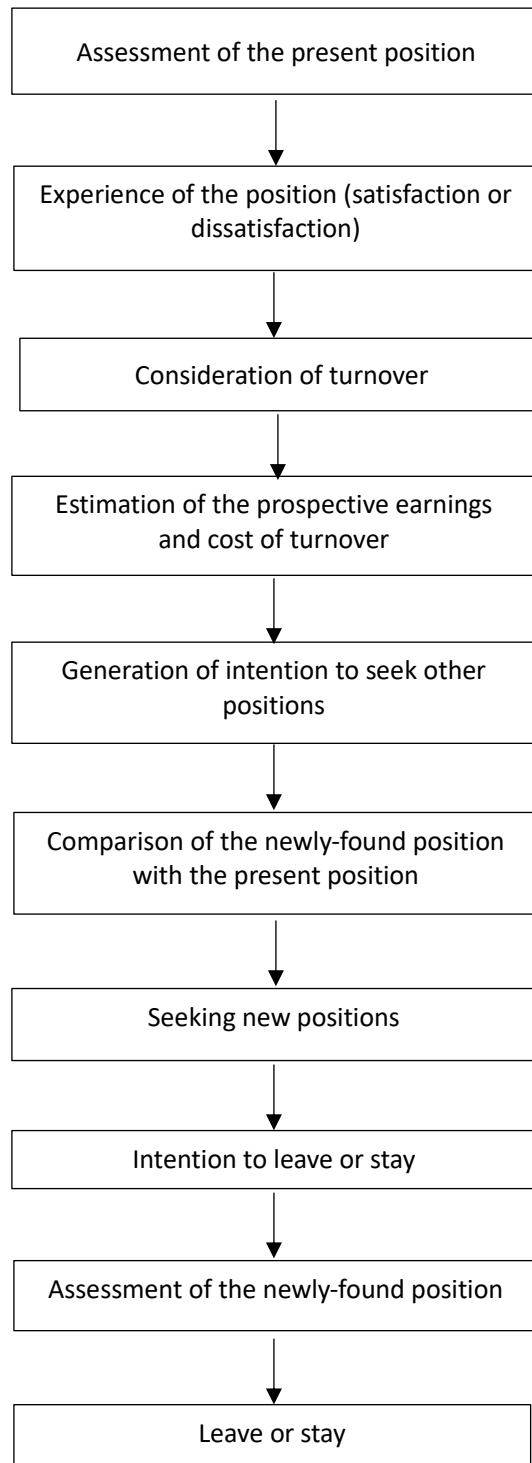


Figure 2-3 Mobley's turnover decision-making process model

Source: Mobley (1977)

Subsequently, Mobley further extended and synthesized previous models and integrated as many complex factors affecting employee turnover as possible. Most previous research focused on single factor and was not comprehensive. However, the extended model of Mobley integrates influencing factors of employee turnover involving three sources of enterprise

internal environment, individuals and enterprise external environment to form a relatively complete theoretical model as shown in Figure 2-4.

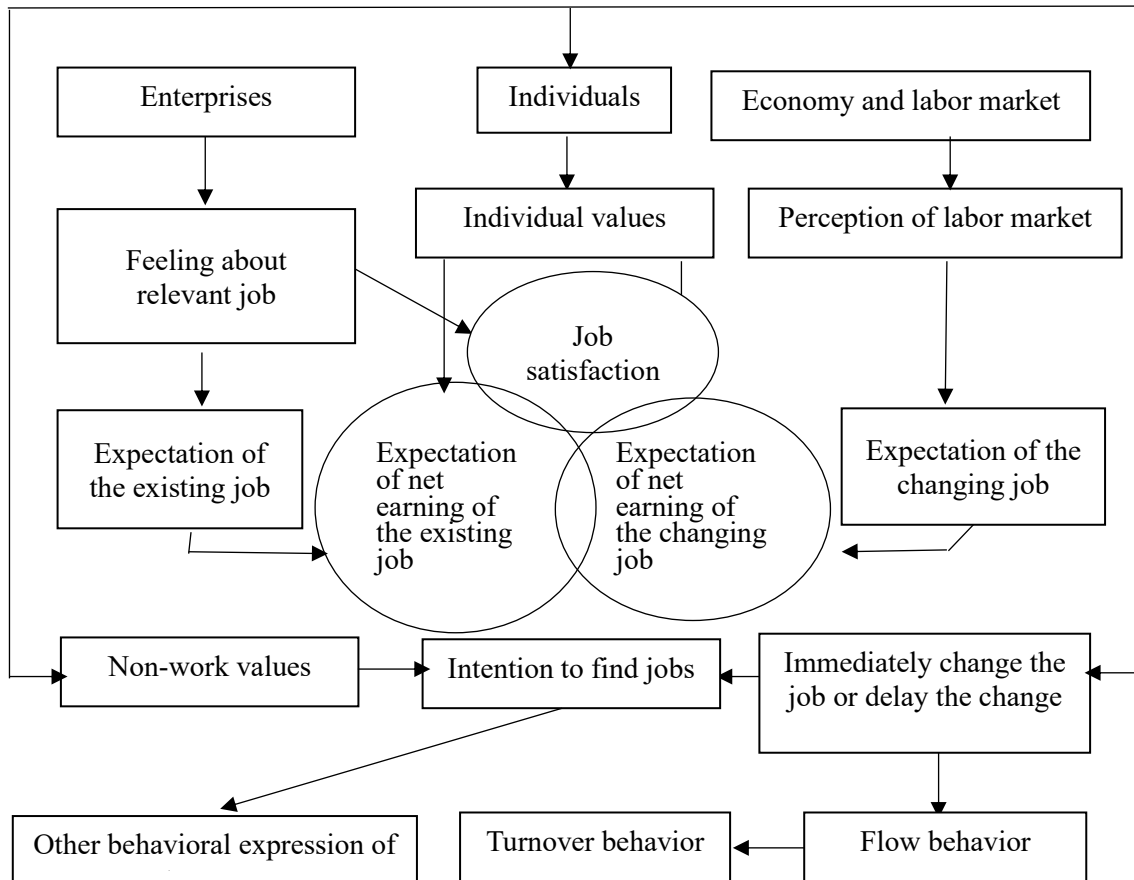


Figure 2-4 Extended Mobley model

Source: Mobley, Gmfleth, Hand, and Meglino (1979)

In this theoretical model, Mobley argues that an employee’s decision of turnover is determined by the following factors: the level of job satisfaction, that is, the employee will compare the existing job with the one that may be obtained in the future, and evaluate the attractiveness of the existing job by assessing the comprehensive value; the expectation of changing work income within the enterprise, which is reflected in the expectation of changes in existing job, possibility of internal mobility, or the opportunity of promotion; the expectation of changing work income outside the enterprise, which is reflected in the employee’s own work values and expectations of obtaining these values outside the enterprise and the possibility of obtaining work outside the enterprise; and the non-work value factors and other accidental factors, such as employee’s positioning of work and family, lifestyle and geographic preferences, religion, and culture.

**(3) Steers and Mowday’s (1981) employee turnover model**

The Steers and Mowday's (1981) model is developed on the basis of previous scholars' research (as shown in Figure 2-5). The model contains multiple subjective attitude variables such as job satisfaction, job involvement and organizational commitment. The two scholars believe that the employee's job expectation and value, organizational characteristics and organizational experience as well as job performance directly affect the subjective attitude of the employee. The subjective attitude of the employee affects the turnover intention which is also affected by non-work factors, and the employee's turnover intention ultimately leads to employee's turnover behavior. The impact of job expectation, job value, and subjective attitude may result in a different turnover process among employees. The outstanding feature of this model is that it emphasizes the influence of non-work variables on turnover intention.

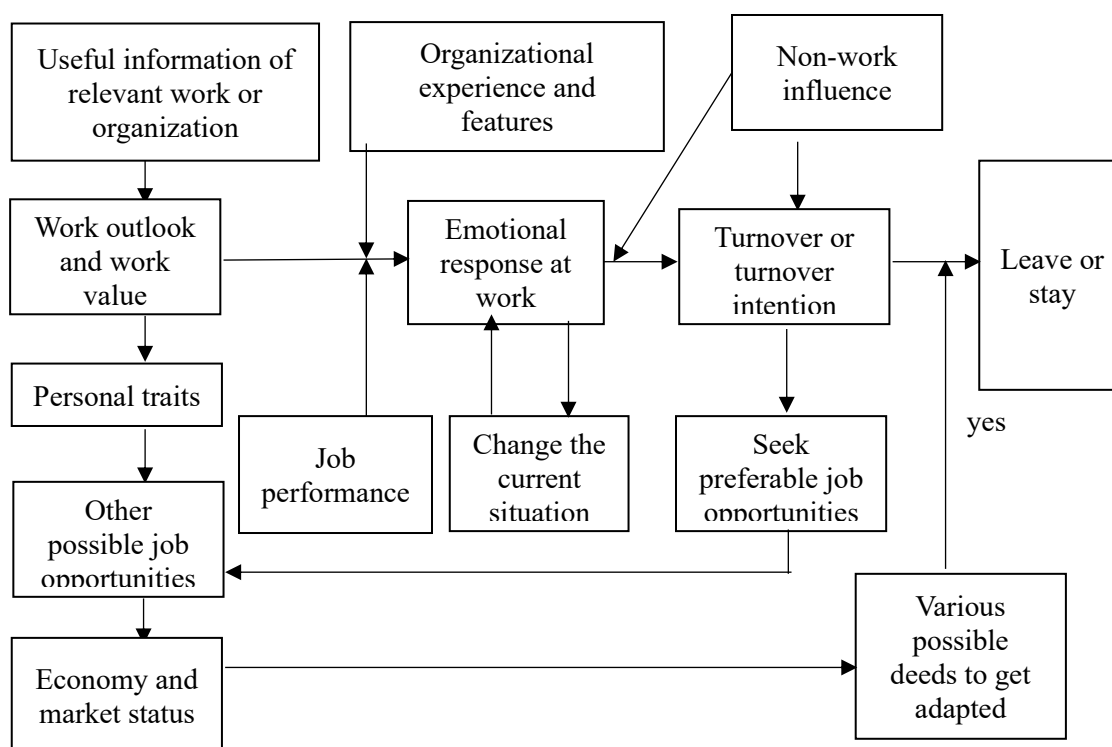


Figure 2-5 Steers and Mowday's (1981) employee turnover model

Source: Steers and Mowday (1981)

#### (4) Arnold and Feldman's (1982) individual cognition turnover decision model

The demographic variables in Arnold and Feldman's (1982) individual cognition turnover decision model include gender, age, marital status, and dependency population. The term of office was originally one of the personal attribute variables, but they believe that it also involved the relationship between the individuals and the organization, so it was separated from the demographic variables. The cognitive emotional orientation of work includes overall job satisfaction, organizational integration, satisfaction and conflict of expectations. The sense of

job security in individual cognition refers to the security of work. (as shown in Figure 2-6)

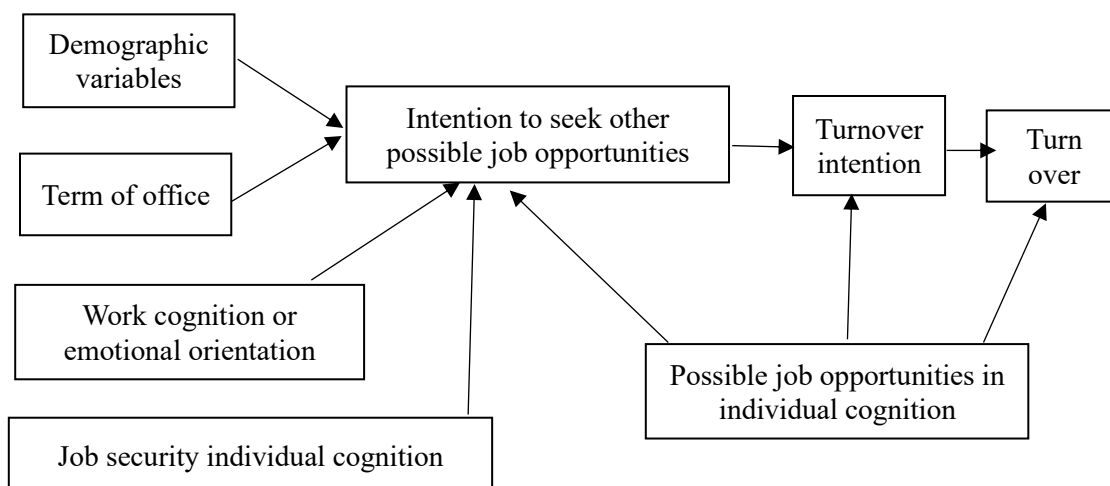


Figure 2-6 Arnold and Feldman's individual cognition turnover decision model

Source: Arnold and Feldman (1982)

### (5) Price's turnover model

Price is a senior expert studying employee turnover. In 1977, he first proposed several influencing factors of turnover, including gender, age, marriage, and dependency population (as shown in Figure 2-7). The term of office was originally one of the personal attribute variables, but they believe that the term also involved the relationship between the individual and the organization, so it was separated from the demographic variables. The cognitive emotional orientation of work includes overall job satisfaction, organizational integration, satisfaction and conflict of expectations. Later, he (2001) formally proposed the basic model of determinants of employee turnover and disturbance variables. The determining factors of employee turnover in Price's model include salary level, integration degree (the degree of employees' integration with other people in relevant organizations), basic communication (it will directly affect the role of individuals in work), formal communication (information is conveyed through formal office channel) and the degree of enterprise centralization. The first four factors have a positive effect on improving employee satisfaction, so they have a negative impact on employee's turnover intention. The degree of enterprise centralization has a positive impact on employee's turnover intention. Most importantly, Price's model points out that job satisfaction is a mediating variable between employee turnover and its determinants, and the opportunity of choice will regulate the relationship between satisfaction and turnover. The degree of job satisfaction is mainly reflected in individual's preference for relevant work and enterprises, and the opportunity of choice is mainly reflected in the employee's cognition of the easiness to obtain other job opportunities.

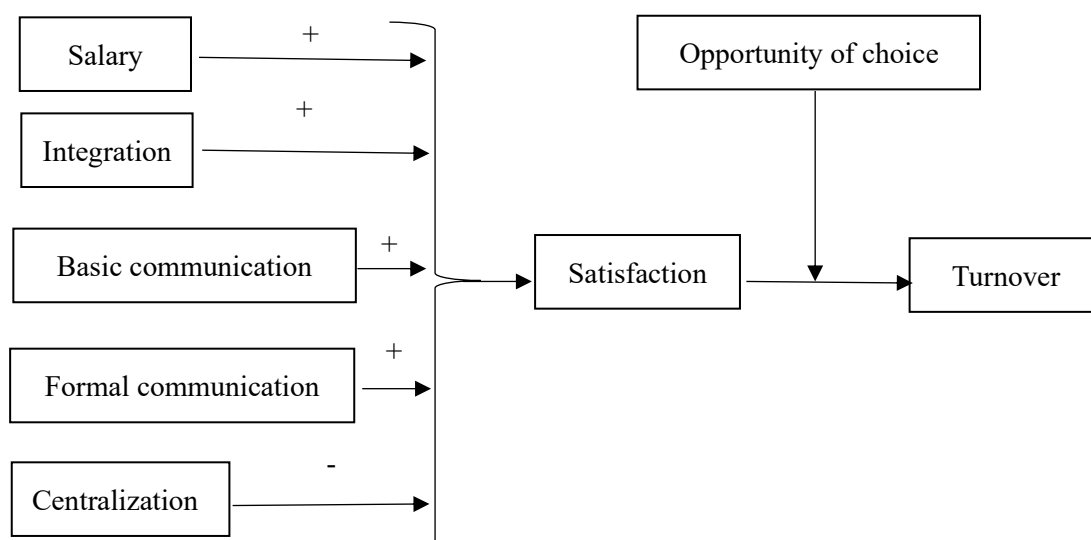


Figure 2-7 Price's (1977) employee job satisfaction degree and turnover factors

Source: Price (1977)

A prerequisite of Price's model is that an individual's dissatisfaction with the enterprise can lead to employee turnover only when the employee personally believes that there is a relatively large probability of obtaining external opportunities. This means that external job opportunities have a direct regulatory effect on the relationship between individual job satisfaction and turnover. The value of Price's model is to provide a basic theoretical model to analyze how the internal factors of the enterprise influence turnover choice as well as introduce satisfaction as an important mediating variable into the relevant model analysis.

Price-Mueller's (2001) model is established based on a holistic turnover theory and has been revised for several times integrating employee turnover research results in sociology, psychology and economics (as shown in Figure 2-8). The core of this theory is composed of a series of hypotheses. First, the employee enters an organization with certain expectations; second, there is an exchange of benefits between the employee and the organization, and the organization rewards the employee for the exchange of employee services; third, employees pursue maximum net income. There are four types of variables related with turnover in the Price-Mueller (2000) model: environment variables, individual variables, structure variables, and process variables. The environment variables include responsibility of relatives and opportunity; the individual variables include general training, job involvement and positive/negative emotions; structure variables include autonomy, outcome fairness, work stress, salary, promotion opportunities, work routine and social support. The model assumes that these structured variables indirectly affect turnover by affecting job satisfaction and organizational commitment. Process variables include: job satisfaction, organizational commitment, job



seeking behavior and turnover intention. It is believed in this model that demographic variables, term of office, emotional cognition of work, and cognition of job security can influence the intention to find other possible jobs, which, together with possible job opportunities perceived by individuals, ultimately leads to turnover behavior.

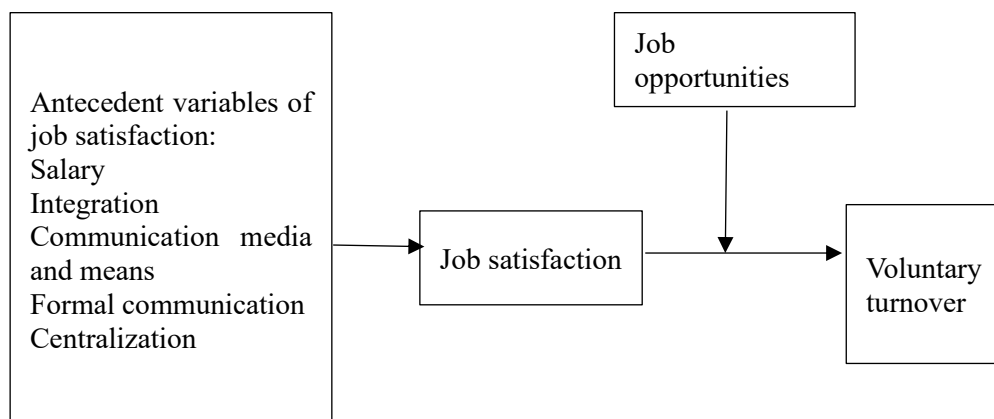


Figure 2-8 Price-Mueller (2001) turnover model

Source: Price and Mueller (2001)

Variables are identified from a large number of previous empirical studies. The major contribution of the model is to absorb the results of research on turnover in many academic fields and has shown good predictive ability in explaining the psychological change of employees in turnover. The shortcomings are that the model contains a large number of variables, and the mediating influence process between some variables has not been well theoretically explained.

#### (6) Mitchell's job embeddedness theory

Mitchell and Price (2001) argue that the traditional turnover theory mainly considers the individual decision-making process. This process examines the influence of the individual decision-making framework and the evaluation of the satisfaction of the work itself, but lacks consideration of the embeddedness degree of individual's environment, namely, the extent to which an individual can be effectively embedded in the network of the environment where he is located. The degree of individual's embeddedness in the relevant network will largely determine his decision-making and behavioral choices, and thus will also affect the decision of turnover. In this process, the degree of job embeddedness is mainly reflected in three factors (Mitchell et al., 2001): the number of connections (formal or informal) that a person has with the surrounding community and the organization itself; an employee's "perceived compatibility or comfort level" with the organization and surrounding environment; and the "perceived cost of material or psychological benefits that may be forfeited from broken links with the

organization and/or community by leaving a job". Based on this, Mitchell et al. (2001) divided job embeddedness into three dimensions: links, fit and sacrifice. They believe that these three aspects are all very important for the individual. The job embeddedness is mainly influenced by the three factors of links, fit and sacrifice and these three factors constitute the core concept of job embeddedness theory.

Links refer to the number of connections (formal or informal) that a person has with the surrounding community and the organization itself. In this context, individuals are linked to others in the environment from the social, institutional, psychological or financial perspectives and this link makes it difficult for individuals to escape the constraints of the environment. Numerous studies have shown that normative stress from family, work, and other social groups can influence individual decision making, leaving individuals no choice but to stay in the organization in certain situations (Prestholdt et al., 1987; Maertz et al., 1996). Abelson (1987) found that those who are older or married have relatively low turnover intention. In addition, other scholars have found that individual hobbies and church activities also affect individual commitment. Therefore, the individual links play a decisive role in the decision making of individual's turnover.

Fit is defined as an employee's "perceived compatibility or comfort level" with the organization and surrounding environment. It is believed that employee's individual values, career goals, and future development plans need to fit the cultural and job skills requirements of the enterprise. When an individual has a high degree of fit with his organization and position, he can link the fate of the organization with the development of individuals, thus establishing a relatively firm links. Chatman (1991) found that if an individual enters an organization and finds that there is a large deviation between the work and his own skills and values, the possibility of generating turnover intention will be greatly enhanced. Based on this, Cable and Judge (1996) and Cable and Parsons (1999) pointed out that an important aspect in an individual's assessment of his work is to consider the degree of fit between individuals and the organization.

Sacrifice is the "perceived cost of material or psychological benefits that may be forfeited from broken links with the organization and/or community by leaving a job". For example, if an individual leaves the original organization, he may need to give up connections in the original organization and the allowance. The more things an individual has to give up in the process of turnover, the more difficult it is for the individual to terminate the employment relationship with the organization (Shaw et al., 1998). Relevant sacrifices may include stable

work, opportunities of future promotion and previous connection (Shaw et al., 1998).

The job embeddedness theory is established based on the above three core concepts. According to this theory, an individual's choice of turnover depends largely on the degree of job embeddedness. The value of job embeddedness theory lies in its exploration of the generation of individual turnover behavior from the factors other than individual subjective ones. With the advancement of research, Lee et al. (2004) further extended the theory of embeddedness. He argues that job embeddedness can be divided into on-the-job embeddedness and off-the-job embeddedness, and the latter is mainly manifested in the individual's embeddedness in social activities.

#### **(7) Maertz and Campion's (2004) turnover decision types model**

From the perspective of turnover decision types, Maertz and Campion (2004) divide the quitting into four types, preplanned quitting, impulsive quitting, comparison quitting and conditional quitting. Impulsive quitting is an immediate decision of turnover made under the influence of obvious negative emotional factors. The impulsive job leavers are less attracted to alternative jobs. They experienced a strong negative emotional impact, probably due to the breakdown of the psychological contract. Impulsive quitting is more controllable than preplanned quitting, but because of the spontaneity of this quitting type, impulsive quitting is difficult to be predicted and managed beforehand. Comparison quitters are mainly attracted by alternative jobs and they do not necessarily have negative emotions towards the organization. Compared with conditional quitters, they have a more positive sentiment towards the organization and are expected to have better development prospects within the organization. Comparison quitters are primarily concerned with getting a better job, so they are relatively sensible and their final decision is not dominated by emotional factors. This type of quitting is different from the quitting in traditional research carried out by scholars such as Mobley (1977) where job dissatisfaction is considered as an important driver of turnover decision. Preplanned quitter plans to leave the organization at a specific time in the future. The job dissatisfaction of preplanned quitters is lower than that of impulsive quitters, and they have already decided when to quit the job when entering the organization. They often plan to leave when an event (such as pregnancy or spouse retirement) occurs, so this turnover behavior is difficult to predict and manage. The key to managing such quitters is to understand their plans, but to promise that their behavior will not be punished. The manager should link their self-planning with the organizational plan to find a proper alternative employee before their turnover as soon as possible so as to reduce the inefficiency of work caused by lack of personnel. Conditional

quitters plan to quit at uncertain times or when emergency occurs, or they will quit when certain set conditions occur. Unlike the comparison quitters, they have a clearer idea of the various conditions of the alternative job, and they do not determine whether to stay or leave by evaluating the current job and the potential job. Conditional turnover also includes situations in which job dissatisfaction reaches a level where employees found it unacceptable. For example, some employees have the idea in their hearts that “if there is such a similar problem next time, I will definitely quit”. This also belongs to the type of conditional turnover. On this basis, in 2012, Maertz and Kmitta revised the original turnover decision types and added a fifth type - satisficing quitters, who made a plan conditional on getting an acceptable job offer, reported pay, poor management, work responsibilities, and work schedules as frequent reasons. Compared with comparison quitters, if there is such a job opportunity meets these key conditions, they will accept it without hesitation rather than making a decision after comparison. Unlike conditional quitters, the triggering condition for satisficing quitters is to get another job opportunity, and the triggering factors for conditional quitting are more extensive. When making the final turnover decision, the satisficing quitters already have an alternative job, while the conditional quitters have not yet acquired another job offer.

#### **2.3.4 Summary and analysis of existing turnover theories**

The above-mentioned theories and models of turnover are summarized as per Table 2-1.

In general, the existing theoretical system mainly discusses the influence of the individual's own decision-making model, the impact of work on the individual and the impact of the working environment. These influence mechanisms form the mainstream analytical framework of the existing theoretical system. In the coastal areas of China, the millennial migrant workers have become the backbone of enterprises in the booming cities. For enterprises, improving their job satisfaction and reducing their turnover rate is a very important task. However, in the existing analytical framework system, there is no focus on the unique issues of the millennial generation manufacturing employees leaving their hometown in the context of regional development imbalance. Based on this, this thesis will combine ERG theory to study the reasons for the turnover of millennial generation migrant employees.

Table 2-1 Relevant studies on turnover models

Author and Model	Year	Contents
March & Simon's participatory decision-making model	1958	It is assumed that when the equilibrium between incentives and contributions increases, the possibility of individuals to leave the organization will decrease, and when the equilibrium decreases, the possibility will increase. The equilibrium between incentives and contributions is also influenced by both the desirability and easiness to leave the organization.
Mobley's Turnover decision-making process model	1977	The model is that employees first evaluate the existing job, and after they assess that the current job is unsatisfactory, they will generate the idea of turnover; after further analyzing the cost of turnover and finding the expected benefits of the new job, they will establish a willingness to find a new job and generate a seeking behavior; if the new job opportunity is more attractive than the existing one, the turnover intention will increase, which in turn will lead to turnover behavior.
Arnold & Feldman's individual cognition turnover decision model	1982	The demographic variables in Arnold & Feldman's (1982) individual cognition turnover decision model include gender, age, marital status, and dependency population. The term of office was originally one of the personal attribute variables, but they believe that it also involved the relationship between the individuals and the organization, so it was separated from the demographic variables. The cognitive emotional orientation of work includes overall job satisfaction, organizational integration, satisfaction and conflict of expectations.
Price's job satisfaction turnover model	1977; 2001	This model is established based on the causal relationship between the five antecedent variables of job satisfaction (salary, integration, instrumental communication, formal communication and centralization), job satisfaction and voluntary turnover. These antecedent variables will lead to different levels of job satisfaction, which together with intervention and interaction of opportunities will lead to voluntary turnover. Later, he formally proposed the turnover model and the determining factors of employee turnover his model include salary level, integration degree (the degree of employees' integration with other people in relevant organizations), basic communication (it will directly affect the role of individuals in work), formal communication (information is conveyed through formal office channel) and the degree of enterprise centralization.
Price & Mueller's turnover model	1981	It is believed in this model that demographic variables, term of office, emotional cognition of work, and cognition of job security can influence the intention to find other possible jobs, which, together with possible job opportunities perceived by individuals, ultimately leads to turnover behavior. The sense of job security in

Arnold & Feldman's individual cognition turnover decision model	1982	individual cognition refers to the security of work. It is believed in this model that turnover intention and other job opportunities will directly affect the turnover behavior, while job satisfaction, professionalism, general training level and family responsibilities will affect the turnover intention. Job satisfaction is affected by work routine, job involvement, instrumental communication, friendship, salary, distribution fairness, and promotion opportunities.
Mitchell's job embeddedness theory	2001	It is believed in this theory that the extent to which individuals can be effectively embedded in the network of their environment determines their turnover intention. Mitchell divides job embeddedness into three dimensions: links, fit and sacrifice, which are three core concepts of the job embeddedness theory.
Maertz & Campion	2004	From the perspective of turnover decision types, Maertz and Campion (2004) divide the quitting into four types, preplanned quitting, impulsive quitting, comparison quitting and conditional quitting.
Maertz & Kmitta	2012	Maertz and Kmitta revised the original turnover decision types and added a fifth type - satisficing quitters.

## 2.4 Regional difference and identification

The regional difference in China is mainly reflected in the coexistence of economically developed regions in the eastern area and economically backward regions in the central and western areas. As far as the overall development is concerned, China has significant differences in economic development among different regions. Compared with the western inland areas, China's southeastern coastal areas have much higher level in economic development and marketization because they adopted the reform and opening up policy rather early and are affected by the introduction of foreign capital. In these regions with relatively high levels of economic development, the initial capital accumulation has been relatively perfect, and there has been a situation in which low-end capital supply is greater than labor supply, which has led to the expansion of low-end capital to other regions (Cai, 1990; Ren, 2005). In 2018, China's national GDP totaled 90.0309 trillion yuan, of which the southeastern coastal provinces had 46.8222trillion yuan, accounting for 52%, and the western inland provinces had 14.6631 trillion yuan, accounting for 16.29% (see Table 2-2). Among the southeastern coastal provinces, GDP of Guangdong Province in 2018 reached 9.73 trillion yuan, ranking first among the provinces; GDP of Jiangsu Province in 2018 reached 9.26 trillion yuan, followed by Shandong Province with a GDP of 7.65 trillion yuan, and Zhejiang Province ranked the fourth with a GDP of 5.62 trillion yuan. In contrast, among the western inland provinces, apart from Sichuan Province and

Shaanxi Province, the GDP of all the other provinces did not exceed two trillion. Among the five provinces with GDP below one trillion, four were the western inland provinces, namely, Gansu, Ningxia, Qinghai and Tibet, and Tibet ranked the last with a total GDP of 140 billion yuan. In terms of per capita GDP, the figures in Jiangsu, Zhejiang, Fujian, Guangdong and Shandong in 2018 were 115,000 yuan, 99,000 yuan, 92,000 yuan, 87,000 yuan, 76,000 yuan. In the western inland provinces, only Shaanxi Province had a per capita GDP of more than 60,000 yuan, which was 64,000 yuan, the figure of Ningxia Autonomous Region was 54,000 yuan, Qinghai Province 48,000 yuan, Tibet Autonomous Region 42,000 yuan, Guizhou Province 41,000 yuan, Yunnan Province 37,000 yuan, and the last one Gansu Province only 31,000 yuan.

In the western inland areas of China, as the market economy has developed relatively slowly, the supply of low-end capital has begun to cluster. The traditional low-end labor has begun to gather in the western inland areas, effectively absorbing industries and low-end labor from the eastern areas. It is this difference in economic development, marketization level and resource endowment that leads to the huge difference in the economic development of the eastern and the western areas.

This regional difference formed at the macro level will exert an important impact on the economic behavior of the microeconomic behavioral subjects. One of the specific impacts is manifested in the salary gap and identification of individuals due to regional differences.

Table 2-2 GDP of East and West China in 2018

Region		Permanent Population	GDP in 2018	Per capita GDP in 2018	Remarks
Southeastern coastal provinces	East China	408,83 million	34.5761 trillion	84,573 yuan	Zhejiang, Jiangsu, Shanghai, Jiangxi, Fujian, Anhui, Shandong
	South China	169,79 million	12.2461 trillion	72,122 yuan	Guangdong, Guangxi, Hainan
Western inland provinces	North west China	101,71 million	5.1453 trillion	505,88 yuan	Shaanxi, Gansu, Ningxia, Qinghai, Xinjiang
	South west China	200,94 million	9.5178 trillion	473,66 yuan	Yunnan, Guizhou, Sichuan, Tibet, Chongqing

Source: National Bureau of Statistics (2019)

The regional difference in China is reflected in the difference in industrial structure on the one hand and the regional economic structure on the other (Cai, 1990; Ren, 2005); this

difference will directly lead to gaps in regional economic development and industrial development, and will also affect the income level of the internal labor force in the region.

In addition, there is a dual structural difference in the Chinese labor market. Most of China's labor forces are supplied from rural areas in the less developed regions of the central and western parts of China, while cities and towns with relatively high level of industrialization in the eastern coastal areas have the largest demand for labor forces. Therefore, China's labor market presents an important feature of dual economic structure. The theory of dual economic structure is one of the fundamental theories of development economics. The so-called duality mainly refers to the production structure coexisting in the industrial sector relying on modern production technology and the agricultural sector adopting traditional production methods in developing countries. Dutch sociologist Burke (1953) first proposed the theoretical concept of "dual structure". In his field investigation of Indonesia, he discovered that Indonesia is a typical dual economic structure society. In developed cities, people use modern machines and technology for production, while in backward rural areas, economic development depends mainly on the input of agricultural labor. Based on this finding, he summarized this socio-economic phenomenon as a dual structure society. There is a multi-faceted theoretical system for the study of the theoretical development of dual economic structure, in which Lewis (1954), a Nobel laureate in economics, puts forward a systematic interpretation. He argues that there are structural differences between the modern sector and the traditional sector. The labor forces will change their occupations with the development of urbanization and change of industrial structure, and will present geographical mobility.

Under the theoretical framework of Lewis (1954), due to the relative shortage of resources and technology in developing countries as well as the large population and relatively low productivity of agricultural labor forces, their marginal wage level is undoubtedly lower than the marginal wage level of those in the industrial sector. Under these circumstances, for the workers in the agricultural sector, low wages will cause the surplus labor to migrate to the industrial sector with higher level of wage. At the same time, due to the short production cycle of modern industrial sectors, the relatively fast speed of capital accumulation and technological improvement and the continuous market expansion, the industrial sector will have a growing demand for labor forces, which will greatly absorb the surplus labor in rural areas. In this context, with the continuous output of labor forces, the supply of agricultural population will be reduced, and this reduction will lead to the increase of marginal wage level. When the marginal wage income in the agricultural sector equals the marginal wage income of the



industrial sector, the supply of labor forces will be lower than the supply of capital. The labor forces or the capital in the industrial sector will flow out to other production sectors.

The research proposes that under the dual economic structure, labor career transition and geographical migration of population are important processes in economic development, and regional economic structure will exert an important impact on labor mobility.

Compared with the traditional theoretical system of dual economic structure, China's dual economic structure not only has the duality in industrial structure, but also has the dual characteristics brought by other special institutional factors, such as the existence of dual structure of industrialization, dual structure of the labor market, dual structure of the urban and rural market system, dual structure of the regional economy, and duality of the urban and rural household registration system and the duality of the urban and rural social security system (Zhang, 2008).

The duality of China's economic structure is mainly reflected in the duality of industrial structure, and also in the duality of regional economic structure (Cai, 1990; Ren, 2005). This duality will directly lead to the gap between different regions in the level of economic development and industrial development, and at the same time affect the income level of the labor forces within the region in social security. The duality of the economically developed regions in the eastern part and the backward regions in the central and western parts is the main manifestation of the dual economic structure of contemporary China. As far as overall development is concerned, there are major differences in the economic development between different regions in China. Compared with the central and western regions, the southeastern coastal areas are affected by the reform and opening up policy at a relatively early stage and have benefited from the introduction of foreign capital, so they have much better performance in terms of economic development level and marketization level. In addition, in these regions with relatively high economic development levels, their initial capital accumulation has been relatively perfect, and the low-end capital supply is greater than labor supply, which stimulates low-end capital to expand to other regions (Cai, 1990; Ren, 2005). In the central and western regions of China, the market economy has developed relatively slowly, and the low-end capital supply has begun to accumulate. The traditional low-end labor forces begin to accumulate in the central and western regions and effectively absorb the industries and low-end labor forces from the eastern region. The developed areas in the eastern coastal areas have higher marketization levels and faster economic development than the central and western regions. These factors have led to the dual structure of regional economy.

In the labor market, the characteristics of this dual structure are more prominent. Due to the existence of the dual structure in the household registration system, in the process of China's urbanization, due to its particular economic development stage, China's labor market presents the characteristics of dual economic structure of developing countries, and at the same time, in the context of China's economic transformation, the labor market has the non-normative nature specific to the period of economic transformation. This is mainly reflected in the phenomenon of urban-rural two-level market segmentation in the labor market (Wang et al., 2000; Cai, 1990; Chen & Zhang, 2010). Especially in the rural labor sector, as there is a large surplus of labor in the rural areas, while the employment resources in the cities are relatively scarce, in order to effectively regulate the flow of labor, the rural labor forces are not allocated according to the market mechanism, and the wages of the relevant labor forces are also not calculated according to the supply and demand relationship of the labor market itself. In the cities, the labor forces of the relevant modern industrial sectors are mainly allocated through market mechanisms, and wages are determined according to the supply and demand relationship of the market (Zhang, 2008). In the labor market, due to the existence of the household registration system, the market is segmented into two types: urban labor market and rural labor market. In the urban labor market, due to the existence of the household registration system and the continuous development of enterprise reform, two basic labor markets have been formed, one is the formal labor market and the other is the informal labor market (Cai, 1990; Ren, 2005).

In the formal labor market, labor forces enjoy all the security and treatment that are owned by legitimate labor forces, while informal labor forces only enjoy limited social security benefits. This difference in treatment is an important source of the difference of benefits in the rural labor market. In addition, it is precisely because of the long-term existence of this duality that even at this stage, China's labor market still has significant duality characteristics (Lu, 2008). The rural labor market can be divided into the labor market in the traditional sector and the labor market in the non-traditional agricultural sector. In the context of the relevant household registration system and dual structure, China has formed a unique dual labor market structure. Household registration directly determines whether the individual can enjoy the supporting public infrastructure such as medical care and education (Lu, 2008). According to the dual economic structure theory of Lewis (1954), as the urban industrial sector continues to expand, labor forces in the rural areas will continue to swarm to cities, and urban industries will continue to absorb surplus labor forces from rural areas. As the agricultural population is continuously being absorbed, the dual economic structure will eventually disappear.

Employment conflicts will cease to exist. However, this theory itself does not take into consideration the regional institutional differences. Under the existing management system in China, the dual institutional design will directly lead to individual's significant cognition in interests and identities.

Another phenomenon that cannot be ignored is that the imbalance in China's household registration management system and social security system exacerbates the dual structure. In the early stage of development, cities in China have relatively scarce resources. The industrial sector has certain restrictions on the demand for labor forces. The supply of labor is much higher than the demand. In order to maintain the stability of the relevant labor market and control the migration of labor, China has established a strict urban and rural dual household registration management system, and this significant policy continues to influence China even in these days. As a product of the planned economy era, the household registration system can effectively maintain the balance of labor supply and demand in a specific region because it can ensure the flow of labor in a specific region, especially the balance of labor supply in the agricultural sector and the industrial sector. Therefore, as an important means of labor mobility control, the urban and rural household registration system has penetrated into various fields of the society and strengthened China's dual economic structure (Wang et al., 2000). In this context, the dual household registration system has seriously impeded the flow of China's labor forces and is not conducive to the development of rural industries to modern rural industries. This difference in identity not only leads to poor mobility of the labor forces and inability for production factors to aggregate into high-efficiency areas, but also brings about the difference of interests coexisting with different identities.

In the process of urbanization, permanent urban residence certificate means entering the industrial sector for production. This mode of production leads to huge differences in the economic returns among individuals. The income level of the urban population will greatly exceed the income level of the rural population. The combination of the household registration system and the social welfare security system has led to the dual structure of the industrial sectors in rural and urban areas, as well as the differences in the distribution of public resources among the rural and urban residents themselves. The rural residents have fewer social resources (Cai, 1990). In fact, this dual household registration system exists not only between rural and urban areas, but also between different regions. For different provinces and regions, individuals in different household registration systems can obtain different social resources and this distribution method is directly related to the level of economic development within the region.

After several decades of reform, China has undergone substantial changes in the social security system. However, at present, there are still defects in the construction of social security systems in backward and rural areas and the social security system is still incomplete with regional and identity differences still existing.

Lewis (1954) pointed out that the flow of labor forces to the industrial sector lies in the fact that the industrial sector can provide a higher income surplus. The existence of this inter-sectoral income gap has led to a re-balance of inter-departmental factor resource allocation. In his book *Economic Development with Unlimited Supplies of Labor*, Lewis (1954) proposed that the surplus labor forces in the agricultural sector exist in a large number in developing countries, and the industrial sector absorb these labors mainly through the payment of wages equal to the marginal productivity. However, in fact, there is a significant gap between the industrial sector and the agricultural sector in actual income. In addition, because the rural surplus labor supply is relatively abundant, this gap makes the labor productivity of the individual itself much higher than the wage level obtained by the rural labor forces. Only the productivity of the agricultural sector is improved, and if the income gap between the industrial sector and the agricultural sector is not so significant, the rural surplus labor forces will not be transferred to the cities. In this process, wage income and sectoral income gap are important factors in promoting labor mobility.

In his book *Economic Development and the Third World*, Todaro argues that the expected gap between urban and rural areas is an important factor leading to the flow of labor. Among the factors affecting their expectations, two key variables play a positive role. One is the difference in actual wages between the two sectors, and the other is the possibility of obtaining jobs in the industrial sector. In this context, the formation of individual decision-making does not directly depend on the income gap between urban and rural realities in reality, but the existing income level of the agricultural sector and the future income gap in new job positions (Chen & Zhang, 2010). Under such circumstances, the flow of labor is largely based on the existence of the income gap between the industrial sector and the agricultural sector. The situation is actually more special in China. On the one hand, due to the imbalance of regional economic development in China, the individual not only considers the differences of the industrial sector in the process of mobility, but more importantly, the possible impacts brought by income differences between different regions should be taken into consideration (Chen & Zhang, 2010). According to investigation of Li (2002), after entering the industrial sectors, farmers' wages can be 8738.3 yuan more than their income in the agricultural sector. At the

same time, there are still differences among regions across China. For example, the income level and industrial development level in the eastern region are relatively high, while that in western region is developing slowly. The attraction of funds and resources is relatively small and the industrial sector has a hysteresis phenomenon, which leads to the continuous transferring and movement of labor forces from backward areas to the developed eastern regions. Chen and Zhang (2010) also pointed out that the difference in economic income between regions has a very direct impact on the labor market. In general, the labor forces are affected by income differences between regions and sectors in the process of mobility. However, in the existing research, there still lacks research on how income difference affects individual willingness of mobility.

As a unique administrative management tool in China's economic system, the household registration system has, to a large extent, guaranteed the development of heavy industry as well as urban industry in the early years of resource shortage. However, since it is directly linked with the social security system, individuals with different household registrations have a large gap in income. According to the data released by the National Bureau of Statistics of China, the per capita income discrepancy between urban and rural residents in China in the first half of 2018 is 2.77. If the difference between urban household registration and agricultural household registration in social security is taken into account, this gap will be even greater. In fact, for different regions, there may be significant differences in this gap, but the difference in income and security in different household registrations is obvious. Constrained by relevant interests, the individuals will make decisions according to the rational decision-making method of maximizing self-interest. Under such circumstances, with the reduction of the wage income difference between the household registration location and the migration working area, the individual's willingness of mobility will be greatly reduced. At the same time, due to the particularity and regional characteristics of the Chinese household registration system, the labor forces in different regions will have different identity attributes. The difference in identity attributes means discrepancy in the income treatment and social security treatment. The existence of this discrepancy will reduce individuals' willingness of mobility.

In order to explore this difference, literature on regional identification and identification is reviewed in order to lay a foundation for studying the impact of the two identities on the satisfaction and turnover intention of the millennial migrant workers. Regional identification is a form of identification within a certain geographical scope and is originally used in the context of integration of different countries and regions in globalization. For instance, the EU, the North

American Free Trade Area, and the ASEAN have a supranational identification similar to the regional concept and regional awareness. When British scholar Andrew Hurrell (2009) defined regional awareness and identification, he emphasized that it is a sense of belonging to a regional community, because the community involves political, economic, social, cultural and other levels; it is the identification of multi-level communities within the region by countries. With the development of regional integration in the country or region, regional identification begins to cover the collective identification of different members or participants in a certain region of the country, such as the regional governments in Japan, the United Kingdom, Canada, and South Korea, and the Yangtze River Delta, the Pearl River Delta, and the Beijing-Tianjin-Hebei economic zone. This is a concept based on administrative boundaries or between the central and local levels in geographical boundaries. It can be seen that the Beijing-Tianjin-Hebei regional identification belongs to the national administrative department identification, and it is the identification of the multi-level communities within the regional boundaries of the three provinces and municipalities. The essence is understanding and cognition by actors based on regional division of themselves and other actors outside the region. The formation of such understanding and cognition requires active interaction between the main actors and it is constantly accumulating, developing and updating.

According to the Estonian scholar Garri Raagmaa (2002), the formation of regional identification is a profound social, historical and cultural phenomenon within a certain space, with features of both stability and change, deconstruction and construction. In the formation of regional identification, there are three important influencing factors, namely, the common cultural foundation, the interaction between members and the members' cognition of the common regional destiny. First, culture is the most important conceptual system that affects regional identification. A relatively unified culture is the basis for the formation of community awareness. Second, the strengthening of regional identification comes from the effective interaction among members within the region. The effect of strengthening depends on the frequency and efficiency of interaction, and the strengthening of interaction between actors means the increase of dynamic density that is conducive to interdependence. Finally, the maintenance of regional identification depends on members' understanding and cognition of the common regional destiny. The common destiny plays a key and even decisive role in the formation and development of regional awareness.

### 2.4.1 Compensation and Income Gap in China

The compensation defined in a narrow sense by early scholars refers to the material feedback such as food and money on the labor of employees given by the organization. Robert Rogers Blake (1971) argues that compensation is the organization's economic feedback on the performance produced by employees' mental work and physical labor. According to Gomez-Mejia (1992), a scholar of Traditional Western Compensation Theory, material capital drives labor motivation and exclusively enjoys its surplus value. Salary is the input income of labor factors and is measured by the value of labor market. Tropman (2002) argues that compensation management is an indispensable part of modern enterprise management. It is a kind of compensation, motivation and reward given by enterprises for the labor of their employees, and the mutual effects can drive the employees to continue to make their contribution. With the breakthrough development of the wage theory, human capital theory and motivation theory, the concept of compensation is constantly improving. Compensation, in a broad sense, refers to enterprise reward in perspectives such as materials, spirit, welfare, promotion and work environment for the labor and value created by employees. Robbins (1992) argues that compensation consists of intrinsic compensation and extrinsic compensation. The former includes participation in organizational decision-making, shouldering of important responsibility and personal career development; the latter includes direct salary, indirect salary and non-financial salary.

According to Milkovich and Newman (1996, 2002), compensation, as the medium of employment relationship, is a combination of various forms of economic returns and material returns. It consists of direct currency (such as economic remuneration and welfare) and indirect currency (such as security system, service system, room for growth and paid vacation). Martocchio (2002) contends that compensation consists of intrinsic and extrinsic compensation and is an organizational acknowledgement and reward for employees' completion of work or tasks. Extrinsic compensation refers to monetary and non-monetary rewards, and intrinsic compensation is an motivation for employees in the spiritual level. Dessler (2009) argues that the various forms of organizational payment for the labor of its employees include direct monetary rewards (salary, bonus, benefits and commissions) and various non-monetary payments, such as insurance paid by employers, promised room for promotion, and paid vacation.

In the 1980s, the concept of total compensation emerged and it includes four perspectives of direct compensation, indirect compensation, intrinsic compensation and extrinsic

compensation. Direct salary refers to the direct related returns that employees obtain by working in the organization and it includes wages and annuities; indirect compensation refers to the indirect related compensation employees obtain by working in the organization and it includes promotion opportunities; extrinsic compensation refers to the tangible material rewards obtained by employees, such as monetary returns; intrinsic compensation refers to the rewards received by employees that can only be felt subjectively, such as the title of a pacesetter. The equity theory states that when people are in a situation of exchange relationships, there will be inputs as well as outputs. There is a fixed ration between the inputs and outputs, thus laying the research foundation for the equity theory. Lawler (1971) proposed the discrepancy theory which believes that salary satisfaction is determined by the discrepancy between employees' expectations of their labor income and the actual compensation. If the discrepancy between the actual compensation and the psychological expectation is relatively large, that is, the psychological expectation of the employee is much higher than the actual salary, the salary satisfaction will decrease; if the discrepancy between the actual compensation and the psychological expectation is not big, the employee's salary satisfaction is high. Employees' perceived discrepancy in expected and actual pay affects and determines their individual salary satisfaction.

With the deepening of research, the empirical research on compensation has been extended to various fields, and the research on compensation satisfaction has been gradually improved. In-depth analysis found that there is an inherent relationship between the equity theory and discrepancy theory. According to the equity theory, the employees' perceived income ( $Q$ ) has a positive effect on the salary satisfaction; the individual input ( $I$ ) in the employees' heart will affect the expected income and thus exert a negative effect on salary satisfaction; according to the discrepancy theory, comparison with the input-output ratio of others will also affect the individual's salary satisfaction, which in turn affects the individual and even the organizational output level.

There is a large gap in the income level between China's eastern and western regions. According to the data released by the National Bureau of Statistics, the per capita disposable income of Chinese in 2008 was 28,228 yuan. In the southeastern coastal areas, apart from Hainan, Jiangxi, Anhui, and Guangxi, the per capita disposable income of residents in the other provinces was higher than the national average. Shanghai ranked the first with a per capita disposable income of over 60,000 yuan; while the disposable income of residents in the western inland provinces was all below the national average, and the bottom five provinces are all inland



provinces in the west. (see Table 2-3)

### 2.4.2 Identification

Tajfel (1986), founder of the social identity theory, argues that a person's social group membership and group category are an important part of his self-concept and that people strive to acquire and maintain positive social identification, thereby enhancing self-esteem. This positive identification comes largely from the comparison between in-groups and out-groups.

Table 2-3 Disposable income of eastern and western provinces in 2018

Region	Province	Per capita Disposable Income	Region	Province	Per capita Disposable Income
Southeastern coastal regions	Shanghai	64183 yuan	Western inland regions	Chongqing	26386 yuan
	Zhejiang	45840 yuan		Qinghai	20757 yuan
	Jiangsu	38096 yuan		Yunnan	20084 yuan
	Guangdong	35810 yuan		Guizhou	18430 yuan
	Fujian	32644 yuan		Gansu	17488 yuan
	Shandong	29205 yuan		Tibet	17286 yuan
	Hainan	24579 yuan		Shaanxi	22528 yuan
	Jiangxi	24080 yuan		Sichuan	22461 yuan
	Anhui	23984 yuan		Ningxia	22400 yuan
	Guangxi	21485 yuan		Xinjiang	21500 yuan

Source: National Bureau of Statistics and Provincial Bureaus of Statistics (2019)

The theory also points out that social identification consists of three processes, including social categorization, social comparison, and positive discrimination. Status refers to the family background or social position, and identification is intended to express a sense of belonging and behavioral pattern similar to or different with others. The identification in this article focuses on the psychological level of interpretation, and it mainly refers to the individual's recognition of self-identification, perception of the group to which he belongs, the accompanying emotional experience and psychological process of integrating behavioral patterns. It answers two questions: Who am I and which class do I belong to. In addition, it also reveals three aspects of the identification structure: cognition, accompanying emotions and corresponding behavioral performance. Regarding the division of the identification structure, there is currently no consistent standard. There are two-dimensional structure consisting of positive identification and negative identification proposed by Zhou (2008) and three-dimensional structures consisting of value identification, professional identification and role

identification proposed by Zhang (2010) or belonging identification, belonging emotion and belonging evaluation proposed by Xia (2008).

The factors influencing identification include demographic variables such as gender, age, education level and ethnicity. For example, when studying the factors affecting the identification of the millennial migrant workers in China, Zhang (2006), Yin (2007), Yao (2007) and Xu (2007) considered the social characteristics of migrant workers, such as gender, education level, local memory, and expectations of working in cities. They concluded that men are more likely to recognize the status of migrant workers than women, and the fitness of urban life is negatively correlated with the identification of migrant workers. Highly educated people have lower identification of their status as migrant workers, and expectations of working in cities exert a significant influence on the identification of migrant workers.

Identification is not only a psychological phenomenon, but also a social phenomenon. Therefore, the interpretation of the influencing factors of identification should consider the role of social and cultural background. George (2010) found that in the workplace, differences in personal religious beliefs with others can affect their perception of values, leading to different job satisfaction. Juan, Maria, Gi-hyun and Jason & Maria revised Rogler and Malgady's (2009) scale (CRM-BS), which is considered to be able to distinguish between native cultural identification and primary cultural identification.

Organizational and professional characteristics significantly influence an individual's professional identification. The understanding of identification also starts from two aspects: one is the social identification of the profession, which refers to the public's understanding of the status and functional contribution of a profession in society; the second is the individual occupational identification of the practitioners, which refers to the psychological recognition of the occupation by the practitioner and the psychological and material satisfaction brought by the occupation. Most of the current research starts with the social identification that affects the occupation. Jerry and Evangelia (2010) advocate using social identification approaches to overcome the limitations of existing research on virtual team identification and analyze the characteristics of virtual teams. It is also mentioned that the closeness of team members, the heterogeneity of members and the degree of embeddedness of the team will affect identification to the team.

Zhang, Li and Liu (2012) believe that identification means that the recognition of the legitimacy of the identification or role of the subject is an important social relationship. There is little research involving individual occupational identification. One of the focuses of this

thesis is the impact of the individual identification of the millennial migrant workers on turnover intention.

The concept of organizational identification was proposed by Albert and Whetten in the 1980s. Originated from social psychology, it refers to a social psychological process that maintains and innovates its own cultural attributes and it is a special form of social identification. Studies have shown that through organizational identification, individuals in society will form a sense of psychological consistency and belonging, fully exert the initiative, enthusiasm and creativity in work, and ultimately improve organizational performance and form a unique and inimitable competitive advantage. Organizational identification is also an important component of belonging (You, 2010).

China is the largest world factory with many large organization systems, and the psychological needs and work characteristics of its millennial migrant workers are significantly different from those of the previous generations. With the upgrading of China's manufacturing industry and the overall improvement of economic development, the millennial migrant workers have diversified values and social roles. In addition, coupled with their confusion in career, life and emotion, the mobility of millennial migrant workers has also greatly increased. Survey shows that higher organizational identification of the millennial migrant workers means more common existence of employees' organizational citizenship behavior, and the higher the employees' job satisfaction, the lower their turnover intention.

Therefore, this thesis discusses that the "inadaptation" and "non-recognition" of the millennial migrant workers studied in this thesis are caused by their low sense of organizational identification. The lower their sense of organizational identification is, the lower the level of their job satisfaction will be, which exerts significant negative impact on their growth and development.

## **2.5 Job satisfaction**

The term employee satisfaction was first proposed by an American psychologist Hoppock in 1935. He defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. In 1961, human resource management guru Lyman Porter (1961) defined employee satisfaction as the results of comparison between perceived and expected income of employees in their work. In 1976, Milbourn and Dunn believed in their published article that employee satisfaction

refers to the degree of employees' emotional perception of their work, salary level, promotion opportunity, leadership, and colleagues. In 1977, Taiwanese scholar Xu integrated views of the previous scholars and summarized the definitions of employee satisfaction into three categories: comprehensive definition, expectation discrepancy definition and reference architectural definition.

Employee satisfaction refers to the general attitude of employees toward their work and working environment and their attitude and emotions for whether they are satisfied with all aspects of the job after they compare the actually obtained value and the expected value. Employee satisfaction is the happiness index of an enterprise and a barometer of business management. Hoppock (1935) used the Thurstone Attitude Scale to investigate satisfaction of the staff and made the first report on employee satisfaction. He argues that job satisfaction refers to the satisfaction feeling psychologically and physically of the employees for their working environment and job, or in other words, the subjective responses of employees to the work situation. Lock (1976) argues that job satisfaction is an emotion that is a pleasant emotion obtained from the evaluation of an individual's work. In 1996, the president of Rosenbluth of the United States wrote a monograph called *The Customer Comes Second*, which first proposed the concept of employee and clearly pointed out that only satisfied employees will have satisfied customers. It can be seen that employee satisfaction has a fatal influence on the development of a company.

Regarding employee satisfaction, many foreign experts have proposed their version of measurement methods. For example, in 1967, Weiss, Dawis, England, and Lofquist proposed the Minnesota Satisfaction Questionnaire. In 1969, Smith, Kendall and Hullin proposed the Job Descriptive Index. In addition, there are Peter Need Satisfaction Questionnaire, SRA Employee Inventory, and Locke, Arnold and Feldman's scale. Foreign experts have also conducted in-depth research on factors affecting employee satisfaction, such as Vroom's (1964) expectancy theory, Herzberg's (1966) two-factor theory, and Alderfer's (1972) ERG theory. American organizational behavior scholars Locke (1986), Robbins, Arnold, and Feldman proposed to study factors affecting job satisfaction from comprehensive perspectives including work pressure, job autonomy, individual self-esteem, individual values, fair remuneration, supportive work environment, harmonious colleague relationship and the personality-job fit. According to Jeon et al. (2012), employee satisfaction can make employees work more cooperatively and positively. When employees' personal goals are consistent with enterprise support, the employee satisfaction can be effectively improved.

Since the introduction of Western management ideas into China, domestic research on employee satisfaction has also produced some application results. For example, Lu and Shi (2001) combined Chinese and foreign theories with China's practical research and put forward the factors affecting satisfaction in line with the Chinese conditions. They believe that job satisfaction should be evaluated from the enterprise image (enterprise management system, customer service, product quality management, employee participation management), leadership (management, recognition of work), job return (welfare and treatment, training and development, working conditions), work collaboration (colleagues, communication, mutual respect), sense of competence at work (sense of achievement at work, job security). In addition, other Chinese scholars including Zhu and Wu (2001), Peng (2003), Shu et al. (2003), Hu (2003), Wang et al. (2004), Xiang et al. (2004), and Liang (2012) have analyzed factors affecting job satisfaction from the sense of fulfillment, promotion system, leadership behavior, management system, self-value fulfillment degree, working time, interpersonal relationship, work itself and working environment, education level and monthly income, clear responsibilities, clear assessment policy, appropriate work procedures and individual development opportunities.

Some scholars have also studied strategies to improve employee satisfaction. For example, Cao and Zhang (2005), Du (2005) and Zhang (2009) proposed a set of measures to improve employee satisfaction including establishing reasonable and effective psychological contracts, arranging suitable jobs for each employee, ensuring recruitment of appropriate employees and offering various training programs, giving employees incentives and recognition in a timely manner, creating a corporate atmosphere of freedom, openness and care for employees, creating a teamwork environment, and creating a fair competitive corporate environment (fairness of the compensation system, fairness of performance appraisal, fairness of selection opportunities). With the gradual maturity of modern management ideas, there are more and more studies on job satisfaction in the fields of psychology and management. Shi (2011) argues that the corporate image, corporate culture, work itself and work environment, career development, role satisfaction, job return, and organizational citizenship behavior directly affect employee satisfaction, of which work itself and work environment, role satisfaction and job return are the most important. Ma (2019) argues that career development has the most obvious impact on employee satisfaction.

Nowadays, more and more people are devoted to the analysis and research of employee satisfaction. Some people combine it with management science and psychology to study its relationship with other disciplines.

## 2.6 ERG motivation theory and turnover intention

Motivation refers to a psychological process that continuously stimulates individual motivation through various internal and external stimuli, so that the individual continues to maintain a certain state (Yu, 2006). It is conducive to improving individual satisfaction and organizational commitment level and creating good performance. Alderfer proposed ERG theory based on Maslow's hierarchy of needs, which is a content-based motivation theory. The theory holds that individuals have three core needs: existence, relatedness, and growth. Existence focuses on people's most basic material needs; relatedness focuses on people's needs to maintain interpersonal relationship; growth focuses on people's needs of self-development and spiritual pursuit.

ERG theory does not set the hierarchy of the three types of human needs. After a certain type of needs is satisfied, the demand for this type of needs may not be weakened and may even be enhanced. In addition, ERG theory also proposes a thought called frustration-regression: if higher tiers are not fulfilled then the demand for the fulfillment of lower tiers will increase. ERG theory explains how to motivate employees' initiative and enthusiasm (Li et al., 2015).

Among the content-based motivation theories, the two-factor theory, hierarchy of needs, and the ERG theory all comprehensively summarize the motivation factors of employees. However, the hygiene factors in the two-factor theory basically correspond to the physiological needs, safety and security, and love; the motivators correspond to self-esteem and self-actualization. The hierarchy of needs is the general law of universal meaning, while the ERG theory focuses on individual differences with specificity.

According to Li and Hou (2012), work values of the millennial migrant workers mainly include factors of self-emotion, material environment and interpersonal relationship. According to the ERG theory, existence needs mainly include wage, welfare, and material environment; relatedness needs mainly include the needs to develop interpersonal relationships, such as emotional needs and interpersonal needs; growth needs include self-growth (Li, Zhu, Zhang, Sun & Fan, 2016). It indicates that the work values of the millennial generation are concentrated in the existence needs and relatedness needs of the ERG theory.

Queiriet al. (2014) analyzed the influence of extrinsic work value fit, intrinsic work value fit, status work value fit, free work value fit and the altruistic work value fit on turnover intention. It is pointed out in the extrinsic work value fit level that as the millennial migrant workers face greater economic pressure, they pay more attention to external rewards than their

previous generations. Chu (2014) pointed out in the study that salary has a significant impact on the turnover intention of the millennial migrant workers. The millennial generation is a group of people who face enormous life pressure but pursue quality of life. They not only pursue economic rewards, but also pay more attention to non-economic rewards. For example, Guanxi is a unique influencing factor in the Chinese cultural environment. It is a Chinese social concept based on the exchange of favors, in which personal relationships are considered more important than laws and written agreements. It refers to individual's ability to acquire resources and avoid predicament and it also affects turnover intention.

Therefore, in view of the fact that the millennial migrant workers work outside the hometown in the coastal areas in China because of regional development imbalance, this research adopts the ERG theory, considering the income of the millennial migrant workers as the existence needs and identification as the relatedness needs to study turnover intention, which will help Chinese manufacturing enterprises to learn more about and deal with the problems that arise in the labor shortage.

## **2.7 Research hypotheses**

### **2.7.1 Hypothesis of the relationship between the income and job satisfaction of the millennial migrant workers**

Existence needs can positively predict job satisfaction of the millennial migrant workers (Li, Wang & Chen, 2015). The most important concern for employees' existence needs is material needs, and income is an important aspect of material needs (Li, Zhu, Zhang, Sun and Fan, 2016; Li, Wang & Chen, 2015). Thus, income is positively correlated with job satisfaction.

The work values of the millennial migrant workers mainly focus on "income" and "whether individual talents can be exerted" (Jiang et al., 2010). The income level is the employee's feeling of not only organizational justice, but also organizational support. The income level directly affects employee job satisfaction (Yu, Yin, Huang, Sun & Wei, 2016). Tan and Liu (2016), and Li, Wang and Chen (2015) confirmed by empirical research that income of the millennial migrant workers in the manufacturing industry is positively correlated with job satisfaction. Income can be expressed by the gap between actual income and comparative income (actual income - native place income). The greater the difference between actual income and comparative income, the lower the income.

Therefore, the following research hypotheses are proposed:

Hypothesis 1a: Millennial migrant workers' actual income is positively related to their job satisfaction.

Hypothesis 1b: Millennial migrant workers' regional comparative income gap (actual income - native place income) is positively related to their job satisfaction.

### **2.7.2 Hypothesis of the relationship between the income and turnover intention of the millennial migrant workers**

The expectancy theory holds that an individual's expected output and actual income influences the job satisfaction (Vroom, 1962). As an individual, there are many sources of satisfaction, including recognition from the social system, improvement of responsibilities, and offering of development opportunities. The amount of fruits obtained in the final distribution process is an important manifestation of the recognition of the individual's social production activities, and it will directly reflect his contribution to social production and value of production. The individual satisfaction depends to a large extent on the difference between the final outcome and the set goal (Vroom, 1982).

The formation of individual job satisfaction is generated from the comparison not only between individual income and the outside, but also between the individual's own investment and the expected return of the individual in the expected relatively fair environment (Jasso, 1980; Guo & Wan, 2008 & Wang, 2011). Jasso (1980) argues that the direct effect of individual output on satisfaction is limited. The individual's satisfactory response is mainly due to the individual's basic cognition of his own ability and his own input, and this kind of cognition enables the individual to form basic expectations in the corresponding system. If the corresponding expectations are achievable, the individual will further invest corresponding resources to obtain more returns (Crosby, 1976).

In this context, if individuals get higher actual results, they will form higher recognition as for the system's evaluation of their output and recognition of the system can effectively reduce turnover intention. In addition, if the income gap between the regions is relatively large, individuals working locally can get more income support than working in the hometown. According to the job embeddedness theory, in the process of comparing two jobs, the individual's job satisfaction and decision-making methods will be affected by the relevant rewards sacrificed in the change of job. Under such circumstances, if individuals find that the sacrifice caused by leaving the native place can bring higher income, their satisfaction will also



be greatly improved.

In addition, based on rational decision-making theory, the individual's decision-making is largely the result of rational analysis of his own input and output. If it is believed that the input is greater than output, the individual has relatively high estimation of the costs in his input, and his satisfaction with income is low. Under such circumstances, according to rational analysis, the individual's cost of going out to work may be higher than the actual income, which will greatly increase the possibility of individual turnover. In fact, the expected income not only depends on the individual's comparison between input and output, but also often stems from the individual's sunk costs. The so-called sunk cost mainly refers to the comparison results between the income obtained when working in a certain other place or field and the income obtained in the existing workplace. One of the direct comparison objects of the individual's sunk cost may come from his income in the native place. Generally speaking, if the job income of the native place is higher, the sunk cost for migrant workers will be higher. As a result, the individuals tend to work in their native place, which is more likely to cause the problem of turnover among the migrant workers.

According to the ERG motivation theory, motivation is the transmission mechanism that needs to influence behavior. Salary satisfaction is a kind of existence needs, which improves the employees' job satisfaction and reduces their turnover intention. Empirical studies confirm that salary satisfaction has a significant negative correlation with turnover intention (Li, Zhu, Zhang, Sun & Fan, 2016).

Therefore, based on the above analysis, the following hypotheses are proposed.

Hypothesis 2a: Millennial migrant workers' actual income is negatively related to their turnover intention.

Hypothesis 2b: Millennial migrant workers' regional comparative income gap (actual income - native place income) is negatively related to their turnover intention.

### **2.7.3 Hypothesis of the relationship between the identification and job satisfaction of the millennial migrant workers**

The millennial migrant workers are the generation of the only child, the center of their families, and receive considerable attention and love from friends and family. With the development of transportation, popularization of the Internet and mobile phones, and composition of families, the relationship between the millennial generation and their friends, organizations and regions are closer (Wang, 2011). Organizational, industrial, and social

identification are important components of the relatedness needs (You, 2010). Organizational and regional identification directly affect the relationship between the millennial migrant workers and their colleagues, organizations, and the areas in which they live.

Identification is mainly reflected in the consistency between individual's treatment in the production system, system rules and individual expectations and the recognition of an individual to expect to become an ideal person. This expectation is mainly reflected in the fit of working environment and individual development requirements. Under such circumstances, the individual's degree of external trust, closeness to the environment, and cognition of the consistency between fairness of production an operation rules and expectations directly affect their perception of job satisfaction. For individuals, when participating in social production competition, they may face restriction of various competition rules, and different types of competition rules will determine whether individuals can maximize their value. Individuals can effectively manifest their own value in a competitive system that is considered to be relatively fair (Robbins, Summers, Miller, & Hendrix, 2000). However, if there is no strong institution to ensure fairness in the production system, individuals cannot effectively participate in production decision-making in production competition, and the system does not form an effective feedback pipeline for the results of individual output, which leads to the sense of powerlessness of individuals as well as negative view of the current working and living environment.

For individuals in the society, as an important member of the entire social group, the process of achieving individual value should first be the process of achieving the personal goal value, and at the same time it is the process of the individual being continuously recognized by the outside. In this process, individuals can continuously improve their value in this production system and their corresponding positioning through continuous communication and achievement of goals (Locke, 1976; Vroom, 1982). Identification means the subject's confirmation of the legitimacy of the position or role, consensus on position or role, and the impact of this consensus on social relationships (Zhang, Li and Liu, 2012). Identification of one's identification can more effectively enhance the individual's sense of identification with the collective. This sense of identification can effectively satisfy the individual's desire for social communication and the desire to be recognized by society and organization. Once this emotion is established, the individual will form a certain living habit, and the maintenance of this habit can contribute to the formation of the individual's organizational dependence. Thus, the formation of an individual's dependence on the corresponding organization and region

results in the individual's job satisfaction.

The relatedness needs of the millennial migrant workers are positively correlated with job satisfaction (Li, Wang and Chen, 2015). Organizational identification is positively correlated with job satisfaction (Xiong, Sun and Gu, 2008). On this basis, the following hypotheses are proposed.

Hypothesis 3a: Millennial migrant workers' organizational identification is positively related to their job satisfaction;

Hypothesis 3b: Millennial migrant workers' regional identification is positively related to their job satisfaction;

#### **2.7.4 Hypothesis of the relationship between the identification and turnover intention of the millennial migrant workers**

According to Zhang, Li and Liu (2012), identification is the degree of recognition and acceptance of an individual for his role in the group and his characteristics, which can more effectively enhance the individual's sense of identification with the collective, and this identification can effectively satisfy individual needs for social communication. The equity theory holds that there is usually a contrast psychology among individuals. Only when individuals believe that they are treated fairly, can they have a higher degree of satisfaction (Stoufferetal, 1949; Greenberg, 1987). This shows that even if the individuals obtain enough remuneration, they may form different sense of identification through the comparison of the expected output under the reasonable system based on individual cognition with the existing output, thus affecting the perception of satisfaction. In fact, when comparing their living conditions with others, some people will have dissatisfaction with society and relative deprivation. This sense of deprivation leads to the individual's psychological cognition that their identification is not recognized. The horizontal comparison psychology makes some people think that the benefits of other members of society and their acquisition methods are better than themselves. When they cannot analyze and attribute the phenomenon calmly, they will generate dissatisfaction (Stoufferetal, 1949; Greenberg, 1987). This means that relatively high organizational and regional identification can effectively enhance the individual's sense of identification with the organizational and regional system, the overall recognition of the final product distribution of the social system and the recognition of the corresponding system, thereby enhancing individual satisfaction and reducing turnover intention. The relatedness

needs have significant negative correlation with turnover intention (Li, Zhu, Zhang, Sun & Fan, 2016). Organizational identification has a significant positive impact on the millennial migrant workers' intention to stay in the city; regional identification has a significant positive impact on the millennial migrant workers' intention to stay in the city (He & Hu, 2017).

Therefore, based on the above analysis, the following hypotheses are proposed.

Hypothesis 4a: Millennial migrant workers' organizational identification is negatively related to their turnover intention.

Hypothesis 4b: Millennial migrant workers' regional identification is negatively related to their turnover intention.

### **2.7.5 Hypothesis of the relationship between the job satisfaction and turnover intention of the millennial migrant workers**

Research on the theory of turnover indicates that there may be multiple factors affecting individual turnover. For example, March and Simon (1958) first proposed that the turnover behavior was affected by the satisfaction of their own work and the alternative work in the external environment. Lee and Mitchell (1994) suggested that the individual turnover is related to their decision-making system. External shock events are the most important influencing factors that lead to the formation of turnover decisions. Although dissatisfaction may lead to turnover, sudden turnover mainly comes shock events from outside. According to the job embeddedness theory, individual turnover is related to the relationship in the embedded network, fit, loss of related benefits and degree of sacrifice. Although the focuses of various theories are different from each other, there is a high degree of consistency in the basic system framework of turnover theory, that is, job satisfaction has a direct negative correlation with turnover intention. To consider job satisfaction as the antecedent variable that affects employee turnover intention has been widely recognized by the academia. However, there are still certain analytical differences in existing research (Farkas & Tetrick, 1989; Lance, 1991; Mathieu & Farr, 1991; Mottaz, 1988; Ye, Wang & Lin, 2005; Yuan & Huang, 2013; Wu, 2015). Some studies suggest that job satisfaction may affect individual turnover intention through organizational commitment, that is, organizational commitment is a mediating variable of the relationship between turnover intention and job satisfaction (Porter et al., 1974; Steers, 1977; Stevens, Beyer & Trice, 1978; Rusbult & Farrell, 1983; Yuan & Huang, 2013; & Wu, 2015). However, some studies suggest that job satisfaction is a mediating variable between organizational commitment and turnover intention (Bateman & Strasser, 1984).

Another view is that both job satisfaction and organizational commitment have a direct relationship with turnover intention (Farkas & Tetrick, 1989; Mathieu & Farr, 1991). In fact, this view has been supported by more and more scholars. For example, Mowday et al. (1982) believe that employees' advanced perception of a certain position and job leads to their perception of an organization. Compared with organizational commitment, changes of working conditions are more direct and rapid in affecting employee job satisfaction (Mowday et al., 1982). Porter and Steers (1973) stated that "turnover intention" is the next withdrawal behavior when employees experience dissatisfaction. Job dissatisfaction is considered to be the main catalyst for employee turnover (Rosse & Hulin, 1985). Mobley (1977) argues that the next step after employees have experienced dissatisfaction is thinking of quitting, and the turnover intention is the last step before actual turnover, followed by several other steps (thinking of quitting, seeking job opportunities, evaluating and comparing job opportunities). He was the first one clearly proposing that turnover intention is an important factor in the employees' transition from job dissatisfaction to actual turnover behavior. Mobley, Horner and Hollingsworth (1978) argue that turnover intention is a combination of job dissatisfaction, thinking of quitting, inclination to find other jobs, and possibility to find other job possibilities. Scholars such as Kraut (1975), Mobley et al. (1979), Newman (1974), and Michaels and Spector (1982) all believe that the best predictor of turnover is turnover intention.

Among the research on employee turnover models, no matter it is the mainstream turnover models that predict and interpret employee turnover based on quantitative analysis with Price (2001) as the representative, or the unfolding model proposed by Lee and Mitchell (1994), or even the non-mainstream cusp catastrophe model which investigates employee turnover behavior from a non-linear perspective and considers little of the reasons of turnover (Sheridan & Abelson, 1983), all the models regard job satisfaction as a factor affecting employee turnover intention. Therefore, based on the above analysis, the following hypothesis is proposed.

Hypothesis 5: Millennial migrant workers' job satisfaction is negatively related to their turnover intention.

### **2.7.6 Hypothesis of the relationship between the job satisfaction, recognition of income, identification and turnover intention of the millennial migrant workers**

In the turnover model of Price (1977), the antecedent variables of turnover include five aspects of pay, social integration, instrumental communication, formal communication and centralization. They ultimately affect turnover behavior through the mediating effect of job

satisfaction, and job opportunities can regulate the influencing relationship between job satisfaction and turnover intention. Apart from organizational centralization that is negatively correlated with job satisfaction, the other four antecedent variables all have significant positive correlation with job satisfaction. Employee job satisfaction can significantly predict turnover intention. The work values of the millennial migrant workers focus more on the existence and relatedness needs. The pay is a kind of existence needs, and the organizational integration relationship is a kind of relatedness needs.

Motivation refers to a psychological process of stimulating individual motivation through internal or external stimulation to maintain the state of excitement (Yu, 2006). According to the motivation theory, effective incentives are conducive to mobilizing individual's working enthusiasm, developing individual potential, and improving satisfaction (Liu, 2011). As a content-based motivation theory, the ERG theory holds that human beings have three core needs of existence, relatedness and growth. They are flexible needs and focus on stimulating, maintaining and stopping certain behaviors from the perspective of individual choice of internal needs. Existence needs and relatedness needs are positively correlated with job satisfaction of the millennial migrant workers (Li, Wang, & Chen, 2015). Job satisfaction is the core antecedent variable of turnover intention (Price, 1977). Therefore, meeting the existence, relatedness and growth needs of the millennial generation will help improve their satisfaction and reduce their turnover intention. Therefore, based on the above analysis, the following hypotheses are proposed.

Hypothesis 6a: Millennial migrant workers' job satisfaction mediates relationship between actual income and turnover intention.

Hypothesis 6b: Millennial migrant workers' job satisfaction mediates the relationship between comparative income gap and turnover intention.

Hypothesis 6c: Millennial migrant workers' job satisfaction mediates the relationship between organizational identification and turnover intention.

Hypothesis 6d: Millennial migrant workers' job satisfaction mediates the relationship between regional identification and turnover intention.

The research model of this thesis is proposed as per the following figure2-9:

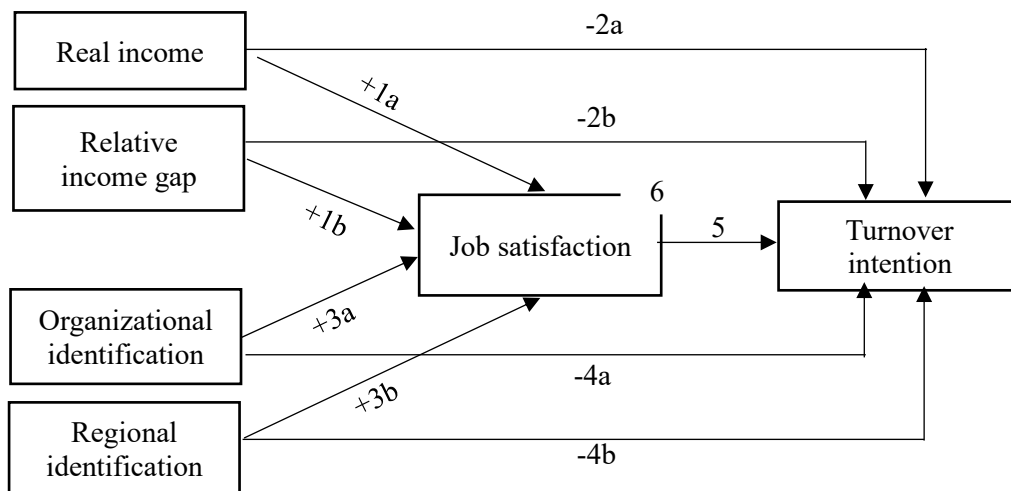


Figure 2-9 The research model of this thesis

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## **Chapter 3: Research Methods**

The objects of study are the millennial migrant workers. The main reason for this choice is that, as stated in the research background, the employees born in the 1980s and 1990s are the backbone of Chinese manufacturing enterprises, and they are faced with the stress of China's social and economic transformation which has a significant impact on cross-regional workers. This thesis is designed to understand the relationship between the income differences generated from cross-region, identification, job satisfaction and turnover intention.

This thesis will propose the preliminary structure through collection and analysis of literature, establishment of the theoretical basis, and collection of relevant secondary data. The research methods are divided into two parts. The first part is qualitative research. The background of the case company is analyzed and discussed to understand the current situation of employee turnover in the manufacturing enterprises in China's coastal areas, guide the design of questionnaire, and increase the reliability and validity of the research. The second part is quantitative research. The reliability and validity analysis of the questionnaire is carried out by confirmatory factor analysis and Cronbach's  $\alpha$  coefficient to verify the model relationship so as to obtain more objective and reliable results.

### **3.1 Theoretical basis**

On the basis of the above-mentioned preliminary structure and the existing research on turnover, this thesis constructs mathematical models to verify the experimental results. It is found that from the employees' point of view, employee turnover may be affected by the work itself, such as the environment of the work itself, whether the work can provide necessary resources, and whether the work can enable the individuals to realize the personal value. At the same time, the employee turnover is also affected by the external environment, such as whether the surrounding environment of the individuals can provide sufficient job opportunities. Furthermore, it is also influenced by the degree of individual embeddedness in the environment, including the relationship between the individual and the environment, the matching degree of the working environment and the employees, and whether the individuals can effectively accept relevant sacrifices caused by loss of job. The existing research mainly considers the influence

of individuals, work and environment, with relatively less analyses of labor mobility caused by inter-regional differences.

In addition, it is also argued that individuals are also affected by individual identity systems. From the perspective of identification theory, identification includes the perspective of interests, the perspective of relationship, and the perspective of morality. Traditionally, the impact of interests and relationships on individual identification is more direct, especially the relationship between organizations and individuals. This thesis mainly examines how these two aspects of identification affect individual behavior. In fact, for individuals, under the special identification system structure in China, their identities have multiple attributes, with both regional attribute and organizational attribute. Therefore, in terms of individual identity, regional identification is defined as the extent to which an individual's identity security system in non-native places differs from that in the household registration location; the organizational identification degree is highly similar to the traditional organizational identity theory. That is, it is defined as to what extent an individual is recognized by the organization as a legally existing identity, with the necessary organizational resource support and institutional support.

## **3.2 Qualitative research**

### **3.2.1 Turnover of millennial workers in Company A**

Company A is a private joint-stock kitchen and bathroom appliance manufacturing enterprise located in Xiasha Economic and Technological Development Zone of Hangzhou, Zhejiang Province, with a registered capital of 360 million yuan. It has two wholly-owned branches and nine holding companies. By the end of 2016, it had 23,000 employees. The amount of millennial employees accounts for more than 70%, and among them, more than half are migrant workers from the central and western regions of China. Therefore, it is representative to choose the company for research.

In order to find out the reasons for the high turnover rate of the millennial employees, the author has conducted a four-year (2012-2016) special follow-up survey of Company A in the coastal area. Research on and investigation of Company A is mainly carried out through review of its human resources management files. The materials include basic information of employees who left the company from 2012 to 2016, as well as the minutes of the exit interviews between the company and the employees. The exit interview recorded the reasons for employee turnover, including career development, compensation and benefits, disapproval of corporate culture,

industry factors, interpersonal relationships, heavy workload, social environment and others.

Based on the summarized survey data, the author conducted an empirical analysis of the reasons for the turnover of millennial employees. From 2012 to 2016, a total of 4,816 millennial employees left the company, with an average of 1,204 people per year. The low salary and benefits are the number one reason for their turnover. According to the survey data, 46.93% of the millennial employees left the company due to salary and welfare reasons. It is found that most of the millennial employees born in the 1980s and 1990s are in the front-line operation positions, with strong work intensity and heavy workload. Although their salary and benefits are slightly higher than the average level in the city, compared with well-known companies in the same industry, their salary and welfare level is obviously low, and the labor input does not match its reward, which has to a certain extent damped the enthusiasm of the millennial employees.

In addition, the household registration locations of most migrant workers are not in the place where the company is located, and they do not have enough social network in the workplace. Therefore, in social security, they cannot fully enjoy the social welfare of their workplace such as medical care and children's enrollment. As they do not have a network of relationships established in long-term local life, it is difficult for them to get integrated into the local cultural life, so they lack the identification of the place where they work. The millennial employees have just entered the society, and their economic pressure is very heavy, so low salary will increase their turnover intention, and it is easy to cause turnover behavior. In addition, the survey data reveal that the following factors will also lead to turnover of millennial employees, including, presented according to degree of importance, industry factors, heavy workload, social relationship reasons, disapproval of corporate culture, and other reasons. The proportions are 3.79%, 2.54%, 1.41%, 1.13%, and 0.71%. According to the data of 2012, 44% of the millennial employees left the company due to the compensation and welfare factors, 41.4% left the company due to the professional development factors, 2.2% left the company due to heavy workload, and 1.6% left the company due to corporate culture factors, and all of these accounted for 89.2%. Individual factors also have a certain impact on the voluntary turnover of millennial workers.

According to the data of 2012, the amount of millennial workers left the company due to interpersonal relationship factors accounted for 4.6% of the total amount of millennial employees who left the company, and the amount of those who left the company due to social relationships accounted for 1.2%, and these two altogether accounted for 5.8%. Moreover, the

social relationship factors have a certain impact on the millennial employees' voluntary turnover and present a steady upward trend. According to the data of 2016, the number of millennial workers who left the company due to social relationship factors accounted for 9.4% of the total millennial employees who left the company, which should be paid attention to.

The statistical analysis of the survey data reveals that 814 millennial workers chose voluntary turnover in 2012, with a voluntary turnover rate of 12%; 1,277 millennial workers chose voluntary turnover in 2013, with a voluntary turnover rate of 18%; 1,163 millennial workers chose voluntary turnover in 2014, with a voluntary turnover rate of 16%; 1562 millennial workers chose voluntary turnover in 2016, with a voluntary turnover rate of 20%.

### **Reasons for turnover of millennial workers in Company A**

The low salary and welfare is the first major reason for the turnover of millennial employees. The millennial employees of A are mainly migrant workers from the central and western part of China who are engaged in low-end manufacturing work with strong labor intensity. Company A implements a weekly one-day-break system, which means employees work six days a week with only one day off. During the rush period, they often work from 8:00 am to 8:00 pm every day, but their basic salary is not high. Higher pay can only be achieved by earning overtime pay, which makes 82% of the millennial employees interviewed in Company A feel dissatisfied with their own salary. In addition, the mobility of low-end labor in labor-intensive industries is high, so many employees pay attention to the vested interests at the moment, lack career planning, and are unwilling to sign labor contracts, so they cannot to obtain other benefits as stipulated by laws such as social insurance, medical insurance, and pension insurance. During the visit, the person in charge of the company said that the millennial migrant workers in Company A had not engaged in heavy agricultural production labor in their place of origin compared with the older generation. The spirit of hard work and enduring hardship was insufficient, and the expectation of return on work in economically developed areas was too high, which also makes their salary satisfaction not high.

The second major reason for the turnover of millennial employees in Company A is interpersonal relationship. Most of the millennial employees in Company A are front-line industrial workers. 83.3% of the employees surveyed argue that their work is boring by doing the same thing and repeating the same actions every day, which greatly dampens their work enthusiasm. Excessive overtime has occupied most of their spare time, which leads to small circle of acquaintance, lack of hobbies and interests, and psychological depression. Due to lack

of emotional communication among the colleagues in the manufacturing job positions, the interpersonal relationship of the millennial employees is tense. The quality of interpersonal relationships at work can determine whether a team or a company can develop harmoniously and smoothly. In addition, the generation of good and harmonious interpersonal relationships has a great relationship with the benign communication between members of the team. There is few group activities within the company. Departments or colleagues rarely communicate with each other, especially those who have little connection at work barely communicate with each other. In addition, department heads pay special attention to the performance of employees, ignoring employees' personal thoughts, expectations, and difficulties and confusions. They do not pay much attention to the encouragement, nurturing and caring for employees. Employees are also reluctant to communicate with their supervisors even when they encounter difficulties, and eventually the employees will leave the company because of the dissatisfaction accumulated within them.

Social environment factors are the third major reason for turnover of employees in Company A. Company A has many migrant workers, who feel that it is difficult to integrate into the social environment in the place where they work. 64.3% of employees argue that they have experienced geographical discrimination in their place of work. Many employees come from the central and western regions, who work alone without family care, and only go home to visit family and relatives every year during the Spring Festival. This requires them to travel a long journey and spend a lot of economic costs, so many millennial employees have not seen their family for years. Some married employees and their spouses live in separated place for a long time, which seriously affects stability of family and happiness of marriage. In addition, the education of children is also an important factor in the choice of turnover for some employees. They have been working outside for a long time, but due to factors such as household registration, their children cannot attend school at the place where they work. They can only be placed in the place of origin by parents and other relatives to become "leftover children". The lack of parental companionship and education in the process of children's growth is not conducive to their physical and mental development. Therefore, many employees can only abandon their existing jobs and return to work in areas close to home.

### **3.2.2 Turnover of millennial workers in Company B**

Company B is a foreign-funded communication equipment manufacturer located in Ningbo, Zhejiang Province, with a registered capital of 50 million yuan. By the end of 2016,

there were 309 employees, including 190 male employees and 119 female employees. There were 18 employees with master's degree, 147 with undergraduate degree, and 144 with college degree or below. The proportion of young employees in the company is relatively high, and most of the young employees are those born in the 1980s and 1990s. Due to the downturn in the international economic situation in recent years, the company's business has declined, which has directly affected the stability of the company's personnel. More than 100 employees have left in the past five years, which has already affected the normal operation of the company.

In order to accurately understand the reasons for the turnover of millennial employees of Company B, we have collected relevant information from three channels. The first is to review the application forms for resignation of the millennial employees from the Human Resources Department of Company B over the past five years to analyze their reasons and motivation for turnover. The second is to communicate with the head of the original department of the left millennial employees to understand the reasons for turnover. The third is to conduct a telephone return visit to the millennial employees who have left the company.

From the end of 2011 to the end of 2016, in terms of age, five millennial employees left the company aged from 32 to 35, accounting for 4.9% of the total number of turnover employees; 12 millennial employees left the company aged from 29 to 32, accounting for 11.7%; 19 millennial employees left the company aged from 26 to 29, accounting for 18.6%; 31 millennial employees left the company aged from 23 to 26, accounting for 30.4%; 35 millennial employees left the company aged from 20 to 23, accounting for 34.4%.

In terms of gender, 67 were male, accounting for 65.6%, and 35 were female, accounting for 34.4%. Since Company B is a communication company, male employees are mostly in technical positions, while female employees are mostly in financial and human resources positions, and turnover is the most obvious in technical positions. In terms of the educational level, six with master's or doctoral degree left the company, accounting for 5.9%; 57 with bachelor's degree left, accounting for 55.9%; and 39 with junior college degree or below left, accounting for 38.2%. In terms of the position before resignation, 18 were in management positions, accounting for 17.6%; 62 were in technical positions, accounting for 60.8%; four were in human resources positions, accounting for 3.9%; 11 were in accountant or cashier positions, accounting for 10.8%; and seven were in administrative officer positions, accounting for 6.9%.

Over the past five years, among the resigned millennial employees, four have more than

five years of work experience, accounting for 3.9% of the total number of employees leaving the company; 11 have three to five years of work experience, accounting for 10.8%; 30 have one to three years of work experience, accounting for 29.4%; 57 have less than one year of work experience, accounting for 55.9%. In terms of the reasons for turnover of millennial employees, 20 feel that there is no future, accounting for 6%; 16 feel not valued by the leaders, accounting for 15.7%; four people have poor relationship with colleagues, accounting for 3.9%; six people feel that there are few learning opportunities, accounting for 5.9%; 56 people leave because of low salary, accounting for 54.9%.

Over the past years, there have been many reasons for the turnover of millennial employees in Company B. Some are caused by the employees themselves, while others are from the social level. Through these three methods, the relevant information is collected and then statistically summarized. After analysis, the following reasons are identified.

### **Reasons for turnover of millennial workers in Company B**

First of all, the millennial employees in Company B are generally dissatisfied with their salary. Through the return visits to the millennial employees who have left the company, it is found that among the reasons for the turnover of millennial employees, most of them are dissatisfied with their salary, accounting for 37.8%. It is shown that about 61% of the millennial employees surveyed are dissatisfied with their current salary, and only 39% of the millennial employees are satisfied with their salary. Through detailed analysis, it is concluded that the major reasons why the employees of Company B are dissatisfied with the salary system formulated by the company are as follows. (1) The incentive of the salary system is insufficient, and the value of the employees cannot be reflected. Although Company B adheres to the basic principle of distribution according to one's performance, and the salary levels are clearly classified, the differences between different levels of salary are too small to distinguish one from the other. Especially those with better performance will feel that their own value is not positively recognized, so they cannot be motivated. They feel that they will not get corresponding rewards no matter how hard they work, which will inevitably affect their enthusiasm. At the same time, those employees with poor performance will not reflect on themselves because they believe that even if they improve their work and performance, they will not get much more salary, so they will continue to maintain the status quo. (2) The external competitiveness of the salary system is insufficient. In his Equity Theory, Adams points out that the staff will compare their input and output with others, and in turn judge the equity of the

salary they receive. Others here refer to employees of other companies in the same industry. As a small and medium-sized enterprise, compared with foreign-funded and large-scale enterprises, the salary paid by Company B to its employees, especially the management and technical personnel, lacks external competitiveness. When employees compare their salary with those in other companies, they tend to feel inequality. Therefore, those who have very rich work experience and professional knowledge will leave the company because of salary, which is very normal. When they have the opportunity to get a higher-paying job, turnover is an inevitable behavior.

Second, the millennial employees have few opportunities for promotion and little room for development within the company. Maslow points out in his hierarchy of needs theory that the needs of everyone develop from low to high levels gradually. After the low-level needs are met, some of the higher-level needs are generated one after another, and only those unmet needs can motivate people and influence their behavior. After working for a period of time, the employees' needs for self-fulfillment, esteem and belongingness and love will become more and more important after their safety and physiological needs are fully met. At this point, only these needs can motivate them. They will begin to focus on the future of their own development in the company. After working for a period of time, their technical level and personal ability are greatly improved, and gradually they will have a feeling that they have no use in small and medium-sized enterprises, with no more chances for them to give full play to their talents. As a result, they will inevitably choose to leave to go to larger companies to find more suitable development opportunities for themselves, so that they can make the most of their capabilities and maximize the value of life. The orientation and cohesiveness of the company's culture is not clear. After long-term management, the behavioral habits and common ideals produced in the enterprise are collectively referred to as corporate culture which is a spiritual wealth with corporate characteristics. It has a cohesive and appealing force to the employees. It will make employees feel more affectionate about the company, and transfer their behaviors and ideas to making profits for the company. This will in turn increase the sense of belonging of each employee and help them generate more positive emotions for the company, thus promoting the development of the company.

Through return visit of the resigned millennial employees and our analysis, it is found that Company B has the following problems. (1) There is insufficient construction related to environment control in the enterprise. After development and expansion of scale, Company B still adopts its initial business model. In the enterprise, there is no partnership based on equality



and system, and most partnership is based on personal relationships. (2) There is no sufficient understanding of corporate culture and there lacks relevant guidance on corporate culture. In the employees' view, a private enterprise is the private property of the boss. It is impossible to see the connection between the enterprise and the society and itself. The values are difficult to be unified. Most front-line employees in the enterprise do not have a clear understanding of the corporate culture, let alone the development strategy and mission or vision. In their view, corporate culture knowledge is only for show, so it is difficult to create a good atmosphere of corporate culture, and the corporate culture and system cannot be organically combined, so it is also impossible for the enterprise to form a unique culture. Because of the lack of corporate culture, most of the employees do not have a sense of mission, and their values are not uniform, making it difficult to form a positive talent and business environment. It is easy to find out through the survey that in the eyes of most employees, the company's management of work and life is rather strict, the management method is oversimplified and crude, the work environment is less humanized, the employees' cohesiveness is poor and their morale is not high.

Third, the change in the work values of millennial employees is an important factor. Due to the continuous trend of talent flow, the thoughts and ideas of employment of the millennial employees of Company B continue to change. The traditional work mode of doing one job for a lifelong time has been less favored by the current working people, especially young people. The phenomenon of "job-hopping" occurs more often. As a foreign-funded enterprise in the economically developed Yangtze River Delta region, Company B faces fierce competition, which has aggravated the life pressure of the millennial employees. The millennial employees argue that work is only part of life, and they tend to pursue a comfortable and free life. This kind of living environment makes the millennial employees feel bored, and they are irritated and repulsed to the cities where the enterprises are located. The millennial employees are more willing to give up higher income or remuneration and choose to work in the less developed central and western regions where the work pressure is less. The millennial employees have insufficient social experience and high emotional needs. When frustrated in the unfamiliar work place or faced with difficulties, they are more eager for support and care from social relations. This also prompts the millennial migrant workers to return to their places of origin.

### **3.2.3 Turnover of millennial workers in Company C**

Company C is a large-scale solely state-owned joint-stock machinery and equipment manufacturing enterprise. The company is located in Xiacheng District of Hangzhou, Zhejiang

Province, with a registered capital of 800 million yuan. It has 20 wholly-owned and holding companies. In 2015, its operating income exceeded 100 billion yuan, and by December 2015, it had 3,128 employees.

There are mainly three channels to get information from Company C. First, the research team had an informal discussion with the heads of human resources departments to understand the turnover situation of millennial employees. Second, the research team retrieved and reviewed files of employee turnover over the past five years to summarize the reasons for employee turnover. Third, the research team interviewed relevant persons in charge of the trade union to understand the needs of the millennial employees, interpersonal atmosphere and corporate culture.

By December 2015, Company C had a total of 3,128 employees, including 1,923 millennial employees under the age of 35, accounting for 61.48% of the total employees. From the perspective of specific job position, Company C had a total of 1,703 grassroots-level employees, including 1,389 millennial grassroots-level employees, accounting for 81.56% of all the grassroots-level employees. Company C had a total of 918 middle and high-level leaders, of which only 93 were young and middle-aged leaders under the age of 35, accounting for 10.13% of the total middle and high-level leaders. From the above analysis, it can be seen that currently the total number of millennial employees in Company C is very high, accounting for more than three-fifths of the whole employees, which also brings tremendous innovation vitality to its development and injects an indispensable and important force for its development. However, at the same time, as most of the millennial employees in Company C are distributed at the grassroots level, coupled with the lack of management innovation of millennial employees in state-owned enterprises, the negative psychology of the millennial employees began to spread. The turnover rate of the millennial employees is high. Among the examined and approved resignation, the millennial employees account for 80.63%. Among the resignation applications that have not been replied, the millennial employees also account for 82.82%. It can be said that the millennial employees are the mainstream team in the resigned personnel of Company C.

In the specific survey, there are 1,923 millennial employees under the age of 35 in Company C, accounting for more than three-fifths of the total employees, which indicates that the overall number of millennial employees in Company C is very large. There are many reasons for this. On the one hand, the number of millennial employees who apply for resignation is indeed very high. On the other hand, the approval rate of resignation application from the

millennial employees is much lower than that from middle-aged employees. However, in either case, the proportion of millennial employees is very high, and they have become the mainstream in the turnover of Company C. Through individual interviews with these millennial employees who have left or are ready to leave, it is found that the reasons for their turnover are diversified. Some lack courage and perseverance to overcome difficulties; some are because their practical ability cannot meet the needs of grassroots-level work; and some are because their ability to create a new work situation is insufficient. Such a high turnover rate is also due to the reasons of the millennial employees themselves. The different living environment of the millennial employees leads to differences in their values and ideology. Some of the millennial employees grow up in urban families with good family economic conditions and high education level. However, they generally lack the spirit of bearing hardships, and they do not consider their work as important when their economic pressure is not so huge. These millennial employees are more concerned with self-satisfaction and treat work as a secondary matter. As a result, they pay insufficient attention to work, do their work carelessly, disregard training, present no initiative in doing things, and have a poor sense of responsibility. Some millennial employees attach great importance to their work and strive to improve their own ability. However, due to various reasons, including introversion, inferiority, poor communication skills, poor activity skills, departmental restrictions and unfair competition, these millennial employees are still in a backward position in overall development compared with other employees. Although some of them have made efforts to change the backward state, once they are in a backward position in the competition, it is extremely difficult to thoroughly change the backwardness. This will lead to the generation of pessimistic and negative thoughts, which will in turn lead to a vicious circle and turnover eventually.

### **Reasons for turnover of millennial workers in Company C**

Company C is a state-owned enterprise. Compared with private enterprises and foreign-funded enterprises, its policy flexibility is poor, and it is too old-fashioned in many systems, which directly restricts its concern for millennial employees. On the whole, due to its own reasons, many millennial employees of Company C are faced with the problem of insufficient organizational identification and choose to leave.

First, the salary is low. As a state-owned enterprise, Company C is relatively loose in terms of work environment and labor intensity, which gives the millennial employees a relatively relaxed work environment. Although this relaxed atmosphere is valued by the millennial

employees, the pressure of survival urges them to focus more on salary and benefits. Although Company C has formed its own salary and welfare system, and after salary level assessment, all employees will get adjustment of salary and welfare every year, due to the low level of salary and benefits of the millennial employees, there is a huge gap between their actual income and expected income, and there is also a huge gap between their income and that of the middle-aged employees. Therefore, the millennial employees in Company C are extremely dissatisfied with their income, especially when they feel that there is a huge discrepancy between their educational level and their salary. According to the survey, 72% of the millennial employees feel that the biggest distress in their current job is low income. They want to raise their salary and welfare. In detail, they hope the company can appropriately raise salary, overtime pay, and subsidy standards; appropriately increase the number of employees, and ensure that there are two days off every week. The millennial employees are mostly graduates of universities and even elite universities. They are eager to be recognized at work and hope to get a sense of accomplishment, and the most direct expression of this sense of identification and accomplishment is salary and welfare. Salary standards reflect the value they embody in their work.

The current macroeconomic downturn has seriously affected the profit and performance of Company C, which has greatly reduced the performance pay of many grassroots employees. Moreover, because of the high performance pressure, many old employees need to spend a lot of time and energy into business every day, so the routine work in the organization needs to be done by the millennial employees, and the workload is very heavy. A new employee at the grassroots level has to bear on average the workload of two to three people and work overtime until late every day. The serious mismatch between salary and workload has caused some of the millennial employees to be overwhelmed and therefore they submit resignation application.

Although the problem of lack of incentive for millennial employees in Company C has been increasingly more valued by the enterprise, it must also be clearly seen that a perfect assessment and incentive mechanism is an important part of the salary service system, and incentive for the millennial employees is particularly important. Company C has noticed this problem, but as a state-owned enterprise, it has a set salary standard. The millennial employees only work for a short period of time, lacking work experience. They are not backbones and their turnover rate is high. Due to various factors and problems, Company C now cannot immediately establish an effective incentive system. As a result, the current incentive mechanism of Company C cannot effectively motivate the millennial employees, and needs to be further

improved. In particular, the current manufacturing industry is generally faced with great pressure to survive, so the income tends to decrease rather than increase. Second, the individual development plan is chaotic. The millennial employees have a clear personal plan for themselves. They hope that their personal plans can be matched with the personal plans set by the company for them, so that they can see the future framework to work for a better future. However, currently Company C has not formulated a plan for millennial employees according to their individual characteristics, which directly makes the millennial employees feel extremely disappointed with the company and eventually choose to leave.

According to a grassroots-level millennial employees in Company C, he has been working in the grassroots level for five years and is still a grassroots salesman. Although he has achieved various qualifications and certificates through his own efforts, it is still difficult to get development and improvement. Therefore, currently in Company C, the millennial employees generally feel that the work is exhausting, the pressure is high, the promotion is hopeless, and there is no bright prospect. After working for a period of time, some aspiring millennial employees have accumulated experience and improved ability and they will choose to leave. With nobody giving them clear personal planning and career development prospects, it is easy to cause brain drain. If a company is caught in a vicious circle of recruitment, training, and resignation, there will be immeasurable losses to the corporate operation.

Third, the training system has not been effectively established. Although the education levels of millennial employees in Company C are generally high, there is no reasonable and effective training system. As a result, the millennial employees have to rest on their past achievements and learn the various business knowledge needed in daily work by themselves, which also makes them feel extremely exhausting. In addition, there is no classified training for millennial employees of different academic levels. For example, there is no high-end training for high-calibre talents with master's or doctoral degree or comprehensive training for the undergraduate employees. The long working hours also greatly reduces their independent learning time. According to our survey, only 21% of the millennial employees can spend more than one hour learning every day on average, and 38% spend less than one hour learning every week, which is very dangerous for the development of Company C.

Fourth, there are problems in the psychological quality, endurance and self-cognition of the millennial employees. These problems have also become an important reason for the increase in the turnover of millennial employees. For example, poor psychological quality. The recruitment of Company C in recent years is carried out only in the form of campus recruitment,

and the millennial employees begin to work in an enterprise right after graduation. Under this change, some millennial employees need to spend a long period of time for psychological adjustment. The millennial employees who have been immersed in the campus culture for a long time have relatively simple mindset. They do things in accordance with the rules, they have strong sense of rules, they advocate fairness and justice, they cannot tolerate the behavior of benefiting oneself at the expense of public interests or harming others to benefit oneself. They have strong personality and are obsessed with perfection. It is difficult for them to accept different opinions of their hobbies. This kind of mentality leads to low tolerance of mistakes made by leaders and colleagues in work as well as their shortcomings. They are prone to generate a mentality of rebellion and confrontation. Unfairness in department assessment, evaluation and income distribution will exert great impact on their enthusiasm. Some millennial employees have poor psychological quality and poor ability to withstand stress. They lack patience and are anxious for success. This mentality has not been eased in a timely manner in the work or communicated and relaxed in a timely manner. In contrast, private enterprises are more flexible in this regard and therefore many high-calibre employees choose to join the private enterprises.

The reasons are manifold. The state-owned enterprises have limited salary, while private enterprises can offer generous pay. Their mechanisms are more flexible, there is more room for personal career development. Private enterprises also offer stock options, which attract a large number of state-owned enterprise executives to join. The turnover of high-calibre employees cause more and more millennial employees to follow suit and finally choose to leave. Emerging private enterprises and foreign-funded enterprises have advantages in some aspects, such as more flexible mechanism, more favorable remuneration packages, and greater personal growth space, which attracts many talents.

The above three case studies indicate that the reasons for the turnover of the millennial employees in the coastal areas are diversified. There are economic factors such as remuneration as well as non-economic factors such as regional discrimination and identity discrimination. There are psychological factors such as organizational satisfaction as well as the discrepancy between actual and expected work environment. There are artificial interpersonal factors as well as objective industrial development factors brought about by macroeconomic changes. In theory, these factors can be further summarized into interest factors, satisfaction factors and identification factors (see Table 3-1). The three factors that play an important role in employee employment and turnover are the key variables affecting turnover of millennial employees.

Table 3-1 Factors of Employee Turnover in Case Companies

Case Company	Reason for Turnover	Factor Category
Company A	Low salary	Compensation
	Strained interpersonal relations	Identification
	Difficulty to integrate into society	Identification
Company B	Low salary	Compensation
	Few promotion opportunities and little room for development	Satisfaction on development
	Change of work values of millennial	Identification
Company C	Low salary	Compensation
	Chaotic personal development plan	Satisfaction on development develop dedevelop
	No effective training system	Satisfaction on development
	Psychological factors of millennial	Identification

### 3.3 Survey sample and data collection process

This research mainly uses the methods of field visits to enterprises and random distribution of questionnaires to provide necessary support. A total of 27 enterprises were visited, including three large enterprises, 11 medium-sized enterprises and 13 small and micro enterprises. There are four state-owned enterprises, with a total registered capital of 698.124 million yuan and a total of 9,200 employees. There are 22 private enterprises, with a total registered capital of 110 million yuan and a total of more than 7,400 employees. From the perspective of distribution, four state-owned enterprises are located in Hangzhou. Among the 22 private enterprises, seven are located in Hangzhou, six are in Ningbo, and nine are in Wenzhou. The enterprises selected in this thesis are from Hangzhou, Ningbo and Wenzhou of Zhejiang Province. Zhejiang is a province with relatively developed private economy in China's coastal provinces. There are considerable manufacturing enterprises within Zhejiang. With a relatively large area and small permanent population, it is a large labor importing province. The proportion of migrants in Zhejiang Province was 22.63% in 2018, ranking the second across China (Zhejiang Provincial Bureau of Statistics, 2019). Therefore, this is a universal issue that worth studying. In addition, among the three selected cities, Hangzhou is the provincial capital and the political and cultural center city of Zhejiang province. Ningbo is a coastal port city with relatively active foreign

investment. There are 623 foreign direct investment enterprises and the utilization of foreign capital reached 4320.17 million US dollars in 2018 (Zhejiang Provincial Commerce Department). Wenzhou has the most developed private economy in Zhejiang province. In 2018, its private economy reached 502.55 billion-yuan, accounting for 83.7% of GDP (Zhejiang Provincial Bureau of Statistics). The three cities selected are all typical.

The questionnaire survey lasted for about three months, and the total number of valid questionnaires was about 500 (497). The questionnaire was carried out by the random sampling method. The enterprises were contacted by the researcher using his own social network resources. The human resources department of the enterprises organized the employees to fill out the printed questionnaire to collect data.

### **3.4 Measurement of variables**

In the measurement of variables, this thesis adopts multiple-item measurement to measure different constructs (Churchill, 1979). Mature construct scales are used as a reference or directly adopted. In the revision of the scale, the research refers to the definitions of related concepts in different theoretical backgrounds and selects appropriate definitions to measure the relevant concepts. The design of the questionnaire in this study mainly adopts the seven-point Likert scale.

#### **Work Income: actual income and comparative income**

Based on the design of this study, work income was measured with two aspects. First is the actual income of individuals working in current coastal cities in China. In addition, the comparative income gap is a comparison of income in the native place and income obtained from current coastal cities. Based on the definitions of these two variables, the study indicates that the income is mainly measured by the actual income. The comparative income gap is mainly measured by the difference between the income in the household registration place and the actual income in coast cities.

The actual income question is: *What is your monthly income in the current position?*

The comparative income question is: *For the same job position, what is the salary in your native place?*

#### **Identification: organizational identification and regional identification**



Identification is mainly reflected in the equality of individuals in the production system, consistency of the treatment, the rules obeyed and the relationship and the expectation of individuals by the external environment or the group (Milton & Westphal, 2005). The existing research mainly focuses on the closeness of the individual integration with others and whether they can effectively participate in the organizational community as a basis for examining whether the individual identification is recognized. This study will mainly measure identification based on Foreman, Whetten and David (2002) and construct measurement of regional identification on this basis. Therefore, when measuring identification, the following nine items are mainly adopted, five of which are used for organizational identification, such as overall speaking, my social relationships with other members, organization community involvement, and so on (Foreman, Whetten, & David, 2002); the other four of which are used for regional identification, such as overall speaking, my member ownership and welfare realization, social relationships with local members and so on (Foreman, Whetten, & David, 2002).

The organizational identification items include the following:

- (1) I am a member of the company's relevant trade union;*
- (2) I have good relations with other employees in the company;*
- (3) I have good social life integration within the company;*
- (4) I can participate in the education and training offered by the company;*
- (5) I make commitment and participate in the company's traditional cooperation projects;*

Regional identification items include the following:

- (1) I have legal status and obtain relevant benefits provided by the region;*
- (2) I live in harmony with local residents;*
- (3) I am able to get integrated into the local community;*
- (4) I am able to find suitable education and training opportunities for the next generation in the local area.*

### **Job Satisfaction**

Cardozo (1965) pointed out that measurement of individual satisfaction is a relatively complicated situation, especially because individuals may have many different sources of satisfaction, and the influence of different factors in different time periods will change the individual's satisfaction. The method of evaluating all the characteristics of work is used to

measure organizational satisfaction: whether the enterprise cares about the employee's job satisfaction, whether the enterprise respects individual dignity, whether the enterprise creates conditions for the employees to give full play to their ingenuity, whether the enterprise treats each employee fairly, whether the enterprise seriously studies and deals with the employees' suggestions and opinion, whether the enterprise gives full authorization to employees, and whether the enterprise trains the employees for the knowledge and skills required for their future development.

### **Turnover intention**

The measurement tools for turnover intention are relatively consistent in their connotation. Although the expressions of the scales are different, they generally include contents of turnover notion, the perceived job opportunities, and the possibility of finding other jobs. The commonly used scales are developed by Mobley et al. (1978) and Cummann et al. (1979). The scale of Cummann et al. has the following questions:

- (1) Do you often think about turnover;*
- (2) Are you willing to seek a new job;*
- (3) Are you proactively seeking a new job.*

This study uses a seven-point Likert scale for scoring for the above scales.

### **Control variable**

Based on literature, this study includes a number of control variables, including gender, age, education at individual level and enterprise ownership types, enterprise scale at organizational level.

Gender and age are identified as control variables primarily because unique individual differences are considered (Gray and Phillips, 1994; Price and Mueller, 1981; Healy, Lehman & McDaniel, 1995). Individuals of different ages and genders differ in the generation of turnover intention turnover behavior. Young individuals have stronger self-awareness. They are more adept at learning emerging technologies and more eager to try to learn new skills, so their mobility is somewhat higher (Gray and Phillips, 1994; Price & Mueller, 1981). However, older individuals have relatively lower turnover intention (Abelson, 1987). For individuals of different genders, traditional women tend to have a more conservative way of thinking, and it is easier for them to get used to and depend on the job posts. Therefore, the mobility of women is relatively lower than that of men (Mobley et al., 1979).

The level of individual education is an important basis for the formation of individual

satisfaction. With relatively high level of education, individuals will have a relatively strong ability to learn a new skill and new technology. Thus, the individual's choice of job will be more extensive and the job effectiveness will be higher, which can further change the individual satisfaction (Cotton & Tuttle, 1986). In theory, education and experience help individuals to acquire invisible knowledge within the industry. Those who have long used relevant technologies will have higher professional background knowledge about the technical know-how and invisible knowledge of the technologies themselves, so that the acquisition of professional knowledge can help them become more proficient in the use of relevant technologies, obtain the necessary information and find potential opportunities. Therefore, relatively free choices and access to resources can greatly enhance individual satisfaction. The education level in this study is divided into four levels: primary school, junior high school, senior high school, and university and above.

Considering that the ownership type of enterprises has a direct impact on the turnover intention of the millennial migrant workers (Qian & Qian, 2015), this study takes the enterprise ownership type and scale as the control variable. State-owned enterprises and private enterprises have differences in management level, salary level and promotion channel, which can often affect employee satisfaction. The difference in enterprise scale leads to difference in resource richness. It also affects the organizational environment, spiritual motivation, and career development motivation, thus affecting employee satisfaction (Jin, 2015). The division of the enterprise scale in this study is according to the classification criteria of SME by National Bureau of Statistics (National Industries Classification, GB/T 4754-2017). The specific indicators are as follows: large enterprises need to have more than 1,000 employees and over 400 million yuan of operating income at the same time; medium enterprises need to have 300 to 1,000 employees and 20 million to 400 million yuan of operating income; small and micro enterprises need to have less than 300 employees and less than 20 million yuan of operating income.

### **3.5 Statistical analysis**

This section introduces the statistical methods used in the survey, including descriptive statistics, Principal component analysis (PCA), reliability and validity analysis, Pearson correlation analysis, variance analysis, and regression analysis.

### **3.5.1 Descriptive statistical analysis**

The basic conditions of migrant workers, such as gender, age, enterprise ownership type, enterprise scale and education level, and their relationship with the key variables were analyzed, and the mean value and standard deviation of the research variables were reported.

### **3.5.2 Principal component analysis (PCA), reliability and validity test**

Principal component analysis (PCA) was employed in data processing and dimensionality reduction of the key variables. In the process of PCA analysis, Varimax is used for rotation. The factor loading of each item should generally be higher than 0.5 to obtain convergent consistency (Li, 2013).

Conditional test: The KMO test and the Bartlett's test of sphericity can be used to test whether the variables are suitable for factor analysis, so these two tests should be performed before the factor analysis.

The first is the KMO test: It is used to verify the correlation of each indicator. The KMO value is between 0 and 1. It is generally considered that when the KMO value is greater than 0.5, there are more commonalities among variables, which is suitable for factor analysis. Conversely, if the KMO value is less than 0.5, it is considered to be unsuitable for factor analysis (Li & Xin, 2008).

The second is Bartlett's test of sphericity: It is used to test whether each evaluation indicator is independent. If the test value (approximate chi-square value) is high and the corresponding significance level (Sig.) is lower than the given significance level (0.05), there is a correlation between the variables, which can be used for factor analysis. Otherwise, it is not suitable for factor analysis. After the KMO test and Bartlett's test of sphericity were performed on the evaluation model, the test results were reached as shown in the following tables.

In order to understand the reliability and stability of the evaluation model, reliability and validity analysis of the scale is required. The reliability analysis methods mainly include the test-retest reliability method, the alternate-form reliability method, the Cronbach's  $\alpha$  reliability coefficient method, and the split-half reliability method. The Cronbach's  $\alpha$  reliability coefficient is used for reliability analysis in this research.

The validity analysis is used to test the validity of the evaluation model and to confirm whether the measurement results obtained by the collected data can reach the expected conclusion (Li, 2013). The most commonly used construct validity analysis method is the factor

analysis method which is adopted in the following validity analysis.

### Reliability and validity analysis of organizational identification

Cronbach's  $\alpha$  reliability coefficient is tested on the organizational identification scale, and the Cronbach's Alpha is 0.77, greater than 0.7, which indicates good reliability (see Table 3-2). After the item 1 is deleted, the Cronbach's Alpha reaches 0.83, indicating that the reliability is better after item 1 is deleted.

Table 3-2 Statistics of Scale Items

Variable	Item	Cronbach's Alpha if Item Deleted
Organizational Identification	ZZRT1(I am a member of relevant trade unions)	.837
	ZZRT2(I have good relationship with other employees)	.733
	ZZRT3(I can get integrated in the social life within the company well)	.706
	ZZRT4(I can participate in the education and training offered by the company)	.692
	ZZRT5(I make commitment and take part in the traditional cooperation projects of the company)	.706
Regional Identification	QYRT1(I have legal status and get relevant welfare offered by local government)	.870
	QYRT2(I have good relations with local residents in daily life)	.830
	QYRT3(I can be integrated into the local communities)	.841
	QYRT4(I can find proper education and training opportunities for my next generation in the local area)	.867
Job Satisfaction	WS1(The company values and considers employees' career development)	.943
	WS2(The company is concerned with employees' job satisfaction)	.940
	WS3(The company creates conditions for employees to give full play to their intelligence)	.941
	WS4(The company treats every employee equally)	.942
	WS5(The company carefully studies and deals with the suggestions and opinions of employees)	.939
	WS6(The company gives full authorization to every employee)	.942
	WS7(The company respects every employee)	.943
	WS8(The company trains employees in the knowledge and skills needed for future development)	.942

Turnover Intention	TI1(I will proactively find a job next year)	.849
	TI2(I often consider quitting)	.919
	TI3(Next year I may find a new job)	.832

Before the exploratory factor analysis (EFA), the KMO test and the Bartlett's test of sphericity are performed. KMO is 0.806 and  $X^2=854.86$ , reaching a significant level ( $P < 0.001$ ), so it can be judged that the data are suitable for PCA analysis.

From the EFA results in Table 3-3, it is known that the eigenvalue of the one factor extracted is greater than 1, and the cumulative variance explained of the two principal factors is 57.44%, which is lower than 60%. According to the results of the organizational identification exploratory factor analysis shown in Table 3-4, the factor loading of the measurement items is from 0.25 to 0.71, and the factor loading of item 1 is less than 0.5, indicating that the convergent validity of the scale is poor.

Table 3-3 Total variance explained of the organizational identification scale

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.872	57.440	57.440	2.872	57.440	57.440
2	.846	16.920	74.360			
3	.538	10.764	85.124			
4	.427	8.541	93.665			

According to the above analysis, the items of the organizational identification questionnaire are revised. After the item 1 is deleted, the Cronbach's Alpha reaches 0.84, which is greater than the normal standard of 0.70.

Before performing EFA analysis again on the four remaining items of the organizational identification scale, the KMO test and the Bartlett's test of sphericity are first performed on the items. KMO is 0.78 (greater than 0.7) and  $X^2 = 779.68$ , reaching a significant level ( $P < 0.001$ ), so it can be judged that the data are suitable for ECA analysis.

From the EFA results in Table 3-5 it is known that in total there is one factor extracted with eigenvalue greater than one, and the cumulative variance explained of a principal factor is 67.254%, which is greater than 60%. The factor loadings of the four remaining items are all

greater than 0.6 according to Table 3-6, indicating that the scale has good convergent validity.

Table 3-4 Factor Loading of Scales

Variable	Item	Component
Organizational Identification	ZZRT1	.255
	ZZRT2	.575
	ZZRT3	.678
	ZZRT4	.710
	ZZRT5	.655
Regional Identification	QYRT1	.688
	QYRT2	.824
	QYRT3	.785
	QYRT4	.701
Job Satisfaction	WS1	0.704
	WS2	0.763
	WS3	0.741
	WS4	0.729
	WS5	0.781
	WS6	0.723
	WS7	0.717
	WS8	0.737
Turnover Intention	TI1	.867
	TI2	.783
	TI3	.885

Table 3-5 Total variance explained of the organizational identification scale (revised)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.690	67.254	67.254	2.690	67.254	67.254
2	.565	14.125	81.379			
3	.427	10.684	92.064			
4	.317	7.936	100.000			

Table 3-6 Factor Loading of Organizational Identification Scale (revised)

Item	Component
ZZRT2	.613
ZZRT3	.707
ZZRT4	.710
ZZRT5	.661

### Reliability and validity analysis of regional identification

The Cronbach's  $\alpha$  of the regional identification scale is 0.88, greater than the normal standard of 0.70, and Table 3-2 shows that the deleted Cronbach's  $\alpha$  values are below 0.88, indicating that the scale has a good reliability.

Before performing EFA analysis on the regional identification scale, the KMO test and the Bartlett's test of sphericity are first performed on the items. KMO is 0.817 and  $X^2 = 1155.932$ , reaching a significant level ( $P < 0.001$ ), so it can be judged that the data are suitable for EFA analysis.

From the EFA results in Table 3-7, it is known that in total there is one factor extracted with eigenvalue greater than one, and the cumulative variance explained of a principal factor is 74.958%, which is greater than 60%. The factor loadings of the four items are all greater than 0.60 according to Table 3-4, indicating that the scale has good convergent validity.

Table 3-7 Total variance explained of the regional identification scale

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.998	74.958	74.958	2.998	74.958	74.958
2	.412	10.304	85.262			
3	.390	9.739	95.002			
4	.200	4.998	100.000			



### Reliability and validity analysis of job satisfaction

The Cronbach's  $\alpha$  reliability coefficient test is carried out on the job satisfaction scale. The Cronbach's Alpha is 0.949, greater than 0.9, indicating that the scale has good reliability. Table 3-2 shows that the deleted Cronbach's  $\alpha$  values are below 0.949, indicating that the scale has a good reliability.

Before performing EFA analysis, the KMO test and the Bartlett's test of sphericity are first performed on the items. KMO is 0.806 and  $X^2 = 854.86$ , reaching a significant level ( $p < 0.001$ ), so it can be judged that the data are suitable for EFA analysis.

From the EFA results in Table 3-8, it is known that in total there is one factor extracted with eigenvalue greater than one, and the cumulative variance explained of a principal factor is 73.562%, which is greater than 60%. The factor loadings of the items are all greater than 0.70, indicating that the scale has good convergent validity

Table 3-8 Total variance explained of the job satisfaction scale

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.885	73.562	73.562	5.885	73.562	73.562
2	.510	6.375	79.937			
3	.331	4.143	84.080			
4	.306	3.828	87.907			
	.285	3.557	91.464			
	.254	3.174	94.638			
	.238	2.976	97.614			
	.191	2.386	100.000			

### Reliability and validity analysis of turnover intention

The Cronbach's  $\alpha$  reliability coefficient test is carried out on the turnover intention scale. The Cronbach's Alpha is 0.907, greater than 0.9 (see Table 3-2), indicating that the scale has good reliability.

Before performing EFA analysis, the KMO test and the Bartlett's test of sphericity are first performed on the items. KMO is 0.806 and  $X^2 = 854.86$ , reaching a significant level ( $P < 0.001$ ),

so it can be judged that the data are suitable for EFA analysis.

From the EFA results in Table 3-9, it is known that in total there is one factor extracted with eigenvalue greater than one, and the cumulative variance explained of a principal factor is 84.495%, which is greater than 60%. The factor loadings of the items are all greater than 0.70, indicating that the scale has good convergent validity.

Table 3-9 Total variance explained of the turnover intention scale

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.535	84.495	84.495	2.535	84.495	84.495
2	.316	10.534	95.030			
3	.149	4.970	100.000			

### 3.5.3 Correlation analysis

Correlation analysis is a common statistical method for studying the closeness between variables. Pearson correlation analysis is adopted in this research. The greater the absolute value of the correlation coefficient, the stronger the correlation.

### 3.5.4 Independent sample T test and one-way ANOVA

This study adopts independent sample T test to analyze differences in gender and marital status. One-way analysis of variance is performed on education level, age and so on, and the Least-Significant Difference method is further used for multiple comparison to test their influence on each research variable.

### 3.5.5 Regression analysis

This study uses SPSS20.0 to perform multiple linear regression analysis on the variables in four steps. First, the correlation between the independent variable predictor and the outcome variable outcome is analyzed. The second is to analyze the correlation between the predictor and the mediator. The third is to analyze the correlation between the mediator and the outcome variable. Finally, on the basis of significant correlation of the above three, linear regression analysis is performed according to the independent variables to test whether the research hypothesis proposed in this study is valid.

## Chapter 4: Research Results

This chapter reports the results of descriptive statistical analysis, correlation analysis and variance analysis, and regression analysis of the hypotheses.

### 4.1 Descriptive analysis

A total of 497 migrant worker samples are analyzed in this study, with 255 males, accounting for 51.3%, and 242 females, accounting for 48.7%. In terms of age, there are eight respondents aged under 20, accounting for 1.6%, 130 respondents aged from 20 to 25, accounting for 26.2%, 183 respondents aged from 25 to 30, accounting for 36.8%, 105 respondents aged from 30 to 35, accounting for 21.1%, and 71 aged over 35, accounting for 14.3%. There are 328 respondents who are married, accounting for 66%, and 169 respondents who are unmarried, accounting for 34%. As for the education level, 200 graduates from high schools and below, accounting for 40.2%, 92 graduates from junior colleges, accounting for 18.5%, and 205 get bachelor's degree and above, accounting for 41.2%. In terms of the corporate nature, 60 come from state-owned enterprises, accounting for 12.1%, and 437 come from private enterprises, accounting for 87.9%. 58 are in large-scale enterprises, accounting for 11.7%, 191 are in medium-sized enterprises, accounting for 38.4%, and 248 are in small and micro enterprises, accounting for 49.9%. 85.7% of the samples are aged under 35 years old, which is also in line with the requirements of studying the millennial migrant workers (see Table 4-1).

### 4.2 Correlation analysis

As can be seen from Table 4-2, the (annual) average of actual income  $\pm$  standard deviation is  $44249.07 \pm 21034.28$ ; the (annual) average of comparative income gap  $\pm$  standard deviation is  $1937.60 \pm 19630.99$ ; mean value of organizational identification  $\pm$  standard deviation is  $5.53 \pm 0.98$ ; mean value of regional identification  $\pm$  standard deviation is  $5.08 \pm 1.33$ , mean value of job satisfaction  $\pm$  standard deviation is  $5.22 \pm 1.17$ , and mean value of turnover intention  $\pm$  standard deviation is  $4.09 \pm 1.79$ .

Table 4-1 Demographic of research sample

Variable	Description	Number	Percentage %	Total
Gender	Male	255	51.3	497
	Female	242	48.7	
Age	Under 20	8	1.6	497
	20-25	130	26.2	
	25-30	183	36.8	
	30-35	105	21.1	
	Over 35	71	14.3	
Marital status	Married	328	66.0	497
	Unmarried	169	34.0	
Education level	High school and below	200	40.2	497
	Junior college	92	18.5	
	University and above	205	41.2	
Enterprise property	State-owned enterprises	60	12.1	497
	Private enterprises	437	87.9	
Scale	Large enterprises	58	11.7	497
	Medium-sized enterprises	191	38.4	
	Small and micro enterprises	248	49.9	

There is a significant negative correlation between actual income and enterprise ownership type ( $r = -0.09$ ,  $p < 0.05$  level); there was a significant positive correlation between actual income and comparative income gap ( $r = 0.452$ ,  $p < 0.01$ ), between actual income and organizational identification ( $r = 0.205$ ,  $p < 0.01$ ), between actual income and regional identification ( $r = 0.154$ ,  $p < 0.01$ ), between actual income and job satisfaction ( $r = 0.120$ ,  $p < 0.01$ ), between actual income and education level ( $r = 0.307$ ,  $p < 0.01$ ).

There is a significant negative correlation between actual income and turnover intention, gender, and enterprise scale at the  $p < 0.05$  level (correlation coefficients are  $-0.16$ ,  $-0.14$ ,  $-0.26$ ); there is no significant correlation between actual income and age and marital status.

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Table 4-2 Mean and correlations

Variable		1	2	3	4	5	6	7	8	9	10	11
1. Actual income	44249.07 (21034.28)	1										
2. Comparative income gap	1937.60 (19630.99)	.452**	1									
3. Organizational identification	5.53 (0.98)	.205**	-.201**	1								
4. Regional identification	5.08 (1.33)	.154**	-.066	.371**	1							
5. Job satisfaction	5.22 (1.17)	.120**	-.150**	.442**	.490**	1						
6. Turnover intention	4.09 (1.79)	-.155**	.084	-.153**	-.405**	-.307**	1					
7. Gender		-.147**	-.043	.053	.035	.101*	-.039	1				
8. Enterprise ownership type		-.092*	-.035	-.115**	-.159**	-.087	.088*	.077	1			
9. Enterprise scale		-.262**	.109*	-.187**	-.198**	-.069	.082	.097*	.369**	1		
10. Age		-.039	.114*	-.032	-.038	.039	.039	-.024	.204**	.152**	1	
11. Marital status		-.014	-.001	-.051	.033	-.053	-.032	-.155*	-.242*	-.103*	-.561*	1
12. Education		.307**	-.138**	.254**	.018	-.056	-.005	.011	.369**	-.198*	-.291*	.081

Note: \*\*. The correlation is significant at the 0.01 level (two-tailed), \*. The correlation is significant at the 0.05 level (two-tailed).

Comparative income gap has a significant positive correlation with enterprise scale and age at the  $p < 0.01$  level (correlation coefficients are 0.11, 0.11); comparative income gap has a significant negative correlation with organizational identification, job satisfaction and education level at the  $p < 0.01$  level (correlation coefficients are -0.20, -0.15, -0.14); the comparative income gap has no significant correlation with regional identification and turnover intention.

Organizational identification has a significant positive correlation with regional identification, job satisfaction and education level at the  $p < 0.01$  level (correlation coefficients are 0.37, 0.44, 0.25); organizational identification has a significant negative correlation with turnover intention, enterprise ownership type and enterprise scale at the  $p < 0.01$  level (correlation coefficients are -0.15, -0.12 and -0.19).

Regional identification has a significant positive correlation with job satisfaction at the  $p < 0.01$  level (correlation coefficient is 0.49); regional identification has a significant negative correlation with turnover intention, enterprise ownership type and enterprise scale at the  $p < 0.01$  level (correlation coefficients are -0.41, -0.16, -0.20).

Job satisfaction has a significant positive correlation with gender at the  $p < 0.05$  level (correlation coefficient is 0.10); job satisfaction has a significant negative correlation with turnover intention at the  $p < 0.01$  level (correlation coefficient is -0.31).

There is a significant positive correlation between turnover intention and enterprise ownership type at the  $p < 0.05$  level (correlation coefficient is 0.09).

### **4.3 Variance analysis of variables in demographic variables**

According to the grouping of demographic variables, the independent sample T test (two groups) and one-way ANOVA (more than two groups) are used to test their influence on each research variable. In the independent sample T test, first the test for homogeneity of variance is carried out ( $p > 0.05$ ), and then a difference test is conducted on the mean values to identify whether there is significant difference. In the one-way ANOVA, first researchers observe whether there is a significant difference in the population variance of variables ( $p < 0.05$ ). If the difference exists, it is necessary to test the homogeneity of variance. If the homogeneity of variance is satisfied ( $p > 0.05$ ), the LSD T test results should be used to determine whether there is a significant difference in the mean values; if the variances are not homogeneous, the Tamhane test should be adopted to determine whether there is a significant difference in the

mean values. The independent sample T test is conducted for gender, marriage, and enterprise ownership type, while the remaining demographic statistical variables are analyzed by one-way ANOVA.

#### **4.3.1 Variance analysis of research variables on gender, ownership type and marital status**

The analysis results of gender, enterprise ownership type and marital status are detailed in 4-3.

(1) In terms of gender, the analysis of independent-sample T test revealed that the  $p$  values of the homogeneity test of variance for organizational identification, regional identification and turnover intention are 0.157, 0.317 and 0.066 respectively, all greater than 0.05, indicating that the variance homogeneity hypothesis is valid. The  $p$  values of the mean difference of gender on organizational identification, regional identification and turnover intention are 0.234, 0.442, and 0.390 respectively, all greater than 0.05, indicating that there is no significant difference in organizational identification, regional identification and turnover intention of migrant workers in terms of gender. The  $p$  values of the homogeneity test of variance for actual income, comparative income gap and job satisfaction are 0.009, 0.001, and 0.008 respectively, all less than 0.05, indicating that the homogeneity of variance is not valid. The  $p$  values of the difference of gender on actual income and job satisfaction are 0.001 and 0.023, both less than 0.05, indicating that there is a significant difference between male and female in actual income and job satisfaction. Specifically, male employees have higher actual income than female employees, but male employees have lower job satisfaction than female employees. The  $p$  value of the difference of gender on comparative income gap is 0.329, greater than 0.05, indicating that gender has no significant difference in comparative income gap.

(2) In terms of enterprise ownership type, according to Table 4-3, the analysis of one-way ANOVA shows that the  $p$  values of the homogeneity test of variance for organizational identification, regional identification, job satisfaction and turnover intention are 0.512, 0.132, 0.385, 0.346 respectively, all greater than 0.05, indicating that the hypothesis of homogeneity test of variance for organizational identification, regional identification, job satisfaction and turnover intention is valid. The  $p$  values of the mean difference of enterprise ownership type on organizational identification, regional identification and turnover intention are 0.01, 0.000 and 0.049 respectively, all less than 0.05, indicating that there is significant difference of enterprise ownership type in organizational identification, regional identification and turnover intention. The employees of state-owned enterprises have higher organizational identification and

regional identification than those of private enterprises, but employees of private enterprises have higher turnover intention, and the P value of mean difference of job satisfaction is 0.054, greater than 0.05, indicating that there is no significant difference in job satisfaction in terms of enterprise ownership type. The  $p$  values of the homogeneity test of variance for actual income and comparative income gap are 0.000 and 0.002, both less than 0.05, indicating that the homogeneity test of variance is not supported. The P values of corresponding mean difference are 0.054, 0.132 and 0.625, indicating that there is no significant difference in the actual income and comparative income gap in terms of enterprise ownership type.

(3) In terms of marital status, according to Table 4-3, the analysis of independent-sample T test shows that the  $p$  values of the homogeneity test of variance for actual income, comparative income gap and regional identification are 0.313, 0.627 and 0.334 respectively, all greater than 0.05, indicating that the hypothesis of homogeneity test of variance is valid. The  $p$  values of the mean difference of marital status on actual income, comparative income gap and regional identification are 0.762, 0.988 and 0.465 respectively, all greater than 0.05, indicating that there is no significant difference of marital status in actual income, comparative income gap and regional identification. The  $p$  values of the homogeneity test of variance for organizational identification, job satisfaction and turnover intention are 0.043, 0.000 and 0.013 respectively, all less than 0.05, indicating that the hypothesis of homogeneity test of variance is not supported. The  $p$  values of corresponding mean difference are 0.285, 0.274 and 0.463, all greater than 0.05, indicating that there is no significant difference in organizational identification, job satisfaction and turnover intention in terms of marital status.

Table 4-3 Analysis of variance of the influence of demographic variables such as gender on relevant variables

Variable	Category	Sample Size	Mean Value	Homogeneity Test of Variance		Mean Difference Comparison	
				F Value	Sig.	Sig.	Mean Difference
Actual income	Male	255	47263.48	6.959	.009	.001	6190.76
	Female	242	41072.73				
	State-owned enterprises	60	49470.00	13.821	.000	.132	5937.76
	Private enterprises	437	43532.24				
	Married	328	44454.88	1.019	.313	.762	605.24
	Unmarried	169	43849.63				
Comparative income gap	Male	255	1108.1882	11.002	.001	.329	-1703.382
	Female	242	2811.5702				
	State-owned enterprises	60	70.0000	9.697	.002	.625	-2124.022



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	Private enterprises	437	2194.0229					
Organizational identification	Married	328	1928.0488	.236	.627	.988	28.09323	
	Unmarried	169	1956.1420					
	Male	255	5.4824	2.008	.157	.234	-.10442	
	Female	242	5.5868					
	State-owned enterprises	60	5.8375	.431	.512	.010	.34608	
	Private enterprises	437	5.4914					
	Married	328	5.5686	4.113	.043	.285	.10410	
	Unmarried	169	5.4645					
	Male	255	5.0392	1.005	.317	.442	-.09198	
	Female	242	5.1312					
Regional identification	State-owned enterprises	60	5.6542	2.276	.132	.000	.64845	
	Private enterprises	437	5.0057					
	Married	328	5.0526	.898	.344	.465	-.09238	
	Unmarried	169	5.1450					
	Male	255	5.10	7.187	0.008	.023	-.23693	
	Female	242	5.33					
	State-owned enterprises	60	5.4917	0.755	0.385	.054	.31089	
	Private enterprises	437	5.1808					
	Married	328	5.2626	14.340	.000	.274	.13018	
	Unmarried	169	5.1324					
Job satisfaction	Male	255	4.1529	3.386	.066	.390	.13779	
	Female	242	4.0152					
	State-owned enterprises	60	3.6611	.890	.346	.049	-.48305	
	Private enterprises	437	4.1442					
	Married	328	4.1270	6.279	.013	.463	.12112	
	Unmarried	169	4.0059					
	Turnover intention	Private enterprises	437	4.1442				
		Married	328	4.1270	6.279	.013	.463	.12112
		Unmarried	169	4.0059				
		State-owned enterprises	60	3.6611	.890	.346	.049	-.48305

### 4.3.2 Variance analysis of enterprise scale on research variables

The attribute of enterprise scale among the research samples is divided into three categories and one-way ANOVA is adopted for testing. The variance of the impact of enterprise scale on relevant variables is shown in Table 4-4. It is known that only the  $p$  values of the homogeneity test of variance for organizational identification and turnover intention in terms of enterprise scale are greater than 0.05. Therefore, LSD is carried out on the impact of enterprise scale on organizational identification and turnover intention, and Tamhane test is used to identify whether there is significant difference in the means value of actual income, comparative income gap, regional identification and job satisfaction.

In terms of actual income, the mean differences between employees in large enterprises ( $4812.07 \pm 2263.91$ ) and medium enterprises ( $3821.99 \pm 1814.31$ ) and small and micro enterprises ( $3320.76 \pm 1417.41$ ) are 11880.95 and 17895.68 respectively, and the  $p$  values are less than 0.05; the mean difference between medium enterprises and small and micro enterprises is 6014.73, and the  $p$  value is less than 0.05, indicating that there are significant differences between large enterprises, medium enterprises and small and micro enterprises. The actual income of employees in medium enterprises is higher than that of those in small and micro enterprises, and the actual income of employees in large enterprises is higher than that of those in medium enterprises.

Table 4-4 Analysis of variance of the influence of enterprise scale on relevant variables

Variable	Quadratic Sum	df	Mean Square	Mean Difference Test		Homogeneity Test of Variance	
				F Value	Sig.		
Actual income	Inter-group	15863023670.50	2	7931511835.25	19.246	.000	No
	Intra-group	203587688544.03	494	412120827.01			
	Total	219450712214.53	496				
Comparative income gap	Inter-group	2328860389.687	2	1164430194.84	3.046	.048	No
	Intra-group	188817452655.43	494	382221564.080			
	Total	191146313045.12	496				
Organizational identification	Inter-group	17.778	2	8.889	9.631	.000	Yes
	Intra-group	455.924	494	.923			
	Total	473.702	496				
Regional identification	Inter-group	37.578	2	18.789	11.001	.000	No
	Intra-group	843.727	494	1.708			
	Total	881.305	496				
Job satisfaction	Inter-group	10.106	2	5.053	3.726	.025	No
	Intra-group	669.989	494	1.356			
	Total	680.095	496				
Turnover intention	Inter-group	16.594	2	8.297	2.621	.074	Yes
	Intra-group	1563.965	494	3.166			
	Total	1580.559	496				

In terms of organizational identification, the mean differences between employees in large enterprises ( $5.81 \pm 1.02$ ) and small and micro enterprises ( $5.35 \pm 0.92$ ) as well as between medium enterprises ( $5.70 \pm 1.00$ ) and small and micro enterprises ( $5.35 \pm 0.92$ ) are 0.46 and 0.35 respectively. The P values are 0.001, less than 0.05; the mean difference between large enterprises ( $5.81 \pm 1.02$ ) and medium enterprises ( $5.70 \pm 1.00$ ) is 0.11, and the *p* value is  $0.435 > 0.05$ , indicating that there is no significant difference between large enterprises and medium enterprises. Compared with employees of small and micro enterprises, employees of large and medium enterprises have higher organizational identification.

In terms of regional identification, the mean differences between employees in large enterprises ( $5.76 \pm 1.05$ ) and medium enterprises ( $5.14 \pm 1.47$ ) and small and micro enterprises ( $4.88 \pm 1.22$ ) are 0.62 and 0.88 respectively. The *p* values are 0.001, less than 0.05. The mean difference between medium enterprises and small and micro enterprises is 0.26, and the *p* value is  $0.14 > 0.05$ , indicating that there is no significant difference between medium enterprises and small and micro enterprises. The regional identification of employees in large enterprises is the highest.

In terms of job satisfaction, the mean difference between employees in large enterprises ( $5.60 \pm 1.14$ ) and medium enterprises ( $5.13 \pm 1.21$ ) is 0.47, and the *p* value (0.024) is less than 0.05; both the P values of the mean difference of employees in large and medium enterprises and medium and small and micro enterprises are greater than 0.05, indicating that there is no significant difference between large enterprises, medium enterprises and small and micro enterprises. Compared with medium enterprises, the job satisfaction of employees in large enterprises is higher.

In terms of turnover intention, there are significant differences between large enterprises ( $3.58 \pm 1.91$ ), medium enterprises ( $4.13 \pm 1.84$ ) and small and micro enterprises ( $4.17 \pm 1.70$ ). Compared with large enterprises, employees in medium and small and micro enterprises have higher turnover intention. (see Table 4-5)

Table 4-5 Results of pairwise comparison between demographic variables and outcome variables

Demographic Variables	Variables	Analytical Method	(I) Scale	(J) Scale	Mean Difference (I-J)	Sig.
Enterprise Scale	Actual income	Tamhane	Large	Medium	11880.95**	.009
				Small and micro	17895.68**	.000

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			Medium	Small and micro	6014.73**	.005
			Large	Medium Small and micro	.11363 .45926**	.431 .001
	Organizational identification	LSD	Medium	Small and micro	.34563**	.000
			Large	Medium Small and micro	.62157** .88188**	.002 .000
	Regional identification	Tamhane	Medium	Small and micro	.26031	.14
			Large	Medium Small and micro	.47106* .40472	.024 .050
	Job satisfaction	Tamhane	Medium	Small and micro	-.06634	.914
			Large	Medium Small and micro	-.54119* -.58449*	.043 .025
	Turnover intention	LSD	Medium	Small and micro	-.04330	.554
			30-35	20 and below	-6194.28571	1.000
				20-25	9193.49*	.019
				25-30	4143.42	.762
	Actual income	Tamhane		35 and above	14881.77**	.000
			35 and above	20 and below	-21076.06	.924
				20-25	-5688.27	.208
				25-30	-10738.35**	.000
			35 and above	20 and below	-18519.7183	.348
Age				20-25	-	.000
	Comparative income gap	Tamhane			8767.3183**	
				25-30	-11632.83**	.000
				30-35	-	.000
					11751.147**	
			25-30	20 and below	.56250	.956
	Organizational identification	Tamhane		20-25	.35192*	.023
				30-35	.21429	.493
				35 and above	.49296**	.001
				College Undergraduate and above	-9148.56** -14293.17**	.004 .000
	Actual income	Tamhane	High school and below			
Education Level	Comparative income gap	Tamhane	High school and below	Undergraduate and above	-	.004
					5985.65854*	
	Organizational identification	LSD	High school and below	College Undergraduate	-.28701* -.54869**	.017 .000

			ate and above		
		College	Undergradu	-.26168*	.028
			ate and above		
Regional identification	Tamhane	High school and below	College	-.42114*	.02

Note: \*\*. The correlation is significant at the 0.01 level (two-tailed), \*. The correlation is significant at the 0.05 level (two-tailed).

### 4.3.3 Variance analysis of age on research variables

The ages of sample employees in this thesis are divided into five categories and one-way ANOVA is adopted for testing. The analysis of variance of different ages on relevant variables is shown in Table 4-6. It can be seen that at the confidence level of 95%, there is no significant difference in the impact of age on regional identification, job satisfaction and turnover intention. Therefore, it is impossible to make a pairwise comparison. There is a significant difference in the impact of age on actual income, comparative income gap and organizational identification, so further tests are conducted.

In terms of actual income, the mean differences between employees aged 30-35 (50205.71±24193.71) and those aged 20-25 (41012.26±19682.55) and over 35 (35323.94±15017.79) are 9193.49 and 14881.77 respectively, and both the *p* values are less than 0.05; the mean difference between employees aged over 35 and 25-30 (46062.29±19071.64) is -10738.35, and the *p* value is less than 0.05, indicating that there is a significant difference between the actual income of employees aged 30-35 and those aged 20-25 and over 35 as well as employees aged over 35 and those aged 25-30. The actual income of those aged 30-35 is higher than those aged 20-25 and over 35, and the actual income of those aged 25-30 is higher than those aged over 35.

In terms of comparative income gap, the means differences between employees aged over 35 (-7419.71±9600.66) and those aged 20-25 (1347.60±19138.87), 25-30 years old (4213.11±19911.37) and 30-35 (4331.42±22724.26) are -8767.32, -11632.83, -11751.15, and the *p* values are all less than 0.05. It indicates that there is a significant difference in the comparative income gap between the employees aged over 35 and those aged 20-25, 25-30 and 30-35. The comparative income gap of those aged over 35 is lower than those aged 20-25, 25-30, and 30-35.

In terms of organizational identification, the mean differences between employees aged 25-30 (5.75±0.88) and those aged 20-25 (5.39±1.07) and over 35 (5.26±0.88) are 0.35 and 0.49

respectively, and both the  $p$  values are less than 0.05. It indicates that there is a significant difference between those aged 25-30 and those aged 20-25 and over 35. Compared with those aged 20-25 and over 35, employees aged 25-30 have higher organizational identification.

Table 4-6 Analysis of variance of different ages on relevant variables

Variable		Quadratic Sum	df	Mean Square	Mean Difference Test		Homogeneity Test of Variance
					F Value	Sig.	
Actual income	Inter-group	12526143765.29	4	3131535941.32	7.446	.000	No
	Intra-group	206924568449.24	492	420578391.18			
	Total	219450712214.54	496				
Comparative income gap	Inter-group	8482829045.248	4	2120707261.31	5.712	.000	No
	Intra-group	182663483999.87	492	371267243.90			
	Total	191146313045.12	496				
Organizational identification	Inter-group	17.346	4	4.337	4.675	.001	No
	Intra-group	456.356	492	.928			
	Total	473.702	496				
Regional identification	Inter-group	4.044	4	1.011	.567	.687	No
	Intra-group	877.262	492	1.783			
	Total	881.305	496				
Job satisfaction	Inter-group	3.648	4	.912	.663	.618	No
	Intra-group	676.446	492	1.375			
	Total	680.095	496				
Turnover intention	Inter-group	23.553	4	5.888	1.861	.116	No
	Intra-group	1557.007	492	3.165			
	Total	1580.559	496				

#### 4.3.4 Variance analysis of education level on research variables

The education level of sample employees in this research can be divided into three categories and one-way ANOVA is adopted for testing. The analysis of variance of different education levels on relevant variables is shown in Table 4-7. It can be seen that at the confidence level of 95%, there is significant difference in the impact of education level on actual income, comparative income gap, organizational identification, and regional identification, but there is no significant difference on job satisfaction and turnover intention. Therefore, further test is carried out to identify in the impact of education level on actual income, comparative income gap, organizational identification and regional identification.

In terms of actual income, the mean difference between employees graduate from high school and below ( $36660.00 \pm 14241.21$ ) and those graduate from junior college ( $45808.57 \pm 24879.65$ ) and university and above ( $50953.17 \pm 22339.42$ ) are -9148.56 and -14293.17 respectively, and the  $p$  values are less than 0.05. It indicates that the actual income of employees graduate from high school and below is significantly different from those graduate from junior college and those graduate from university and above. The actual income of the employees graduate from high school and below is lower than that of employees graduate from junior college and those graduate from university and above.

In terms of comparative income gap, the mean difference between employees graduate from high school and below ( $-1212.00 \pm 12747.94$ ) and those graduate from university and above ( $4773.66 \pm 22931.38$ ) is -5985.69, and the  $p$  value is less than 0.05. There is a significant difference between the employees graduate from high school and below and those graduate from university and above. The comparative income gap of employees graduated from high school and below is lower than that of employees graduate from university and above.

In terms of organizational identification, there is difference between employees graduate from high school and below ( $5.25 \pm 0.98$ ) and those graduate from junior college ( $5.54 \pm 0.95$ ) and those graduate from university and above ( $5.80 \pm 0.92$ ) and between those graduated from junior college ( $5.54 \pm 0.95$ ) and university and above ( $5.80 \pm 0.92$ ). Employees graduate from university and above have the highest organizational identification, followed by those graduated from junior college, and employees graduate from high school and below have the lowest organizational identification.

In terms of regional identification, the mean difference between employees graduate from high school and below ( $4.98 \pm 1.17$ ) and those graduate from junior college ( $5.40 \pm 1.24$ ) is -0.42,

and the  $p$  value is less than 0.05. There is a significant difference between those graduated from high school and below and those graduate from junior college. The regional identification of the employees graduated from high school and below is lower than that of those graduated from junior college.

Table 4-7 Analysis of variance of different education levels on relevant variables

Variable		Quadratic Sum	df	Mean Square	Mean Difference Test		Homogeneity Test of Variance
					F Value	Sig.	
Actual income	Inter-group	20956261180.90	2	10478130590.45	26.077	.000	No
	Intra-group	198494451033.63	494	401810629.62			
	Total	219450712214.54	496				
Comparative income gap	Inter-group	3658456085.717	2	1829228042.9	4.820	.008	No
	Intra-group	187487856959.40	494	379530074.82			
	Total	191146313045.11	496				
Organizational identification	Inter-group	30.484	2	15.242	16.988	.000	Yes
	Intra-group	443.218	494	.897			
	Total	473.702	496				
Regional identification	Inter-group	11.921	2	5.960	3.387	.035	No
	Intra-group	869.384	494	1.760			
	Total	881.305	496				
Job satisfaction	Inter-group	2.984	2	1.492	1.088	.338	Yes
	Intra-group	677.111	494	1.371			
	Total	680.095	496				
Turnover intention	Inter-group	.035	2	.018	.005	.995	Yes
	Intra-group	1580.524	494	3.199			
	Total	1580.559	496				



#### **4.3.5 Summary of Variance analysis of demographic variables on research variables**

From the above analysis, only marital status has no significant difference on all the research variables. The remaining demographic variables all have certain significant differences on the research variables.

Gender has significant difference on employees' actual income and job satisfaction. The actual income of male is higher than that of female, and the job satisfaction of male is lower than that of female.

Enterprise ownership type has significant difference on organizational identification, regional identification and turnover intention of millennial migrant workers. Employees of state-owned enterprises have higher organizational identification and regional identification, and employees of private enterprises have higher turnover intention.

Enterprise scale has significant difference on actual income, organizational identification, regional identification, job satisfaction and turnover intention of the millennial migrant workers. Compared with medium enterprises, the actual income of employees from small and micro enterprises is relatively low, while that of employees from large enterprises is relatively high. Compared with small and micro enterprises, the organizational identification of employees from large enterprises and medium enterprises is relatively high. Compared with medium enterprises, the job satisfaction of employees from large enterprises is higher. Compared with large enterprises, employees of medium enterprises and small and micro enterprises have higher turnover intention.

Age has significant difference on the actual income, comparative income gap and organizational identification of the millennial employees. The actual income of those aged 30-35 is higher than that of those aged 20-25 and over 35, while the actual income of those aged 25-30 is higher than those aged over 35. The comparative income gap of those aged over 35 is lower than that of those aged 20-25, 25-30 and 30-35; the employees aged 25-30 have higher organizational identification than those aged 20-25 and over 35.

Education level has significant difference on the actual income, comparative income gap, organizational identification, and regional identification of the millennial migrant workers. The actual income of employees graduate from high school and below is lower than that of employees graduate from junior college and university and above, and their comparative income gap is lower than that of those graduate from university and above; employees graduate from high school and below have the lowest organizational identification, followed by those

graduate from junior college and university and above; the regional identification of those graduate from high school and below is lower than those graduate from junior college.

#### **4.4 Regression analysis**

Multivariate linear regression analysis was conducted to test the hypotheses. According to Baron and Kenny (1986) four steps are necessary to test the mediating effect. The first step: there must be a significant correlation between the independent variable (predictor such as actual income, comparative income gap, organizational identification and regional identification) and the outcome variable (turnover intention); the second step: there must be a significant correlation between the independent variable (the predictor) and the mediator (job satisfaction); the third step: there is a significant correlation between the mediator and outcome variables; the fourth step: SPSS is used to perform linear regression analysis in the order of actual income, comparative income gap, organizational identification and regional identification. As shown in Table 4-2, independent variables (actual income, organizational identification, regional identification) and the mediating variable (job satisfaction) have significant negative correlation with turnover intention; independent variables (actual income, comparative income gap, organizational identification, regional identification) have significant positive correlation with the mediating variable (job satisfaction). Through the above analyses, the first three steps of multivariate regression analysis are completed. Next, multivariate linear regression is performed in the order of actual income, comparative income gap, organizational identification and regional identification.

##### **4.4.1 Regression analysis of actual income and turnover intention**

The results of multivariate linear regression analysis of actual income on job satisfaction and turnover intention are shown in Table 4-8. According to the model 1 in the table, with turnover intention as the dependent variable, actual annual income as the independent variable, and scale, age and education level as the control variables, the linear regression analysis is performed. According to the significance level of  $\alpha=0.05$ , the control variables including scale, age and education level have no significant impact on the turnover intention, and the actual annual income has a significant negative correlation with turnover intention ( $p<0.01$ ). The standardized partial regression coefficient is -0.16. Therefore, hypothesis 2a “*Millennial migrant workers’ actual income is negatively related to their turnover intention*”, is supported.

According to results of model 2, with job satisfaction as the dependent variable and the actual annual income as the independent variable, the regression analysis was carried out. According to the significance level of  $\alpha=0.05$ , enterprise scale and age have no significant impact on job satisfaction, and education level and actual annual income have significant impact on job satisfaction ( $p<0.05$ ). The standardized partial regression coefficient of actual income is 0.14, indicating that the actual annual income has a significant positive correlation with job satisfaction. Therefore, hypothesis 1a “*Millennial migrant workers’ actual income is positively related to their job satisfaction*” is supported.

Table 4-8 Regression analysis result of the research variables (standardized)

Antecedent	Variable	Model 1	Model 2	Model 3
Actual Income	Scale	0.047 (0.122)	-0.057 (0.080)	0.030 (0.117)
	Age	0.045 (0.081)	0.023 (0.053)	0.052 (0.077)
	Education	0.067 (0.097)	-0.103* (0.064)	0.037 (0.093)
	Actual income	-0.161** (0.00)	0.137** (0.000)	-0.121** (0.000)
	Job satisfaction	—	—	-0.290** (0.066)
	Constant term	—	—	—
	F	3.836	3.430	12.415
	P	0.004	0.009	0.000
	R2	0.030	0.027	0.112
	Comparative Income Gap	Scale	0.076(0.120)	-0.075 (0.078)
Age		0.027(0.081)	0.045 (0.053)	0.041 (0.078)
Education level		0.029(0.094)	-0.080 (0.061)	0.005 (0.090)
Comparative income gap		-0.077(0.00)	0.158** (0.000)	-0.029 (0.000)
Job satisfaction		—	—	-0.290* (0.300)
Constant term		—	—	—
F		1.7	4.491	10.983
P		0.149	0.001	0.000
R2		0.014	0.035	0.101

		0.059 (0.120)	-0.015 (0.070)	0.054 (0.117)
Orga niza tional Ident ificat ion	Scale	0.042 (0.081)	0.004 (0.047)	0.043 (0.077)
	Age	0.059 (0.096)	-0.181** (0.056)	0.004 (0.093)
	Education	-0.156** (0.085)	0.486** (0.050)	-0.010 (0.000)
	Organizational identification	—	—	-0.300** (0.066)
	Job satisfaction	—	—	—
	Constant term	—	—	—
	F	3.809	35.940	10.892
	P	0.005	0.000	0.000
	R2	0.030	0.226	0.100
			0.001 (0.112)	0.012 (0.070)
Regi onal Ident ificat ion	Scale	0.027 (0.075)	0.041 (0.047)	0.032 (0.074)
	Age	0.010 (0.086)	-0.051 (0.054)	0.003 (0.086)
	Education	-0.404** (0.056)	0.494** (0.035)	-0.332** (0.064)
	Organizational identification	—	—	-0.146** (0.072)
	Job satisfaction	—	—	—
	Constant term	—	—	—
	F	24.189	40.065	21.603
	P	0.000	0.000	0.000
	R2	0.164	0.246	0.180

Note:

1. \*\* means  $p < 0.01$ , \* means  $p < 0.05$ .

2. The figures between brackets are standard errors.

3. Dependent variable of model 1 and model 3 is turnover intention, and dependent variable of model 2 is job satisfaction.

According to results of model 3, with turnover intention as the dependent variable and actual annual income and job satisfaction as the independent variables, multivariate linear regression analysis was carried out. According to the significance level of  $\alpha=0.05$ , the control variables have no significant impact on turnover intention, and the actual annual income and job satisfaction have significant negative correlation with turnover intention ( $p < 0.01$ ). Before adding job satisfaction, the standardized partial regression coefficient of real income and turnover intention is -0.16 ( $p < 0.01$ ). After adding job satisfaction, the standardized partial regression coefficient of actual income is -0.12 ( $p < 0.01$ ), and the standardized regression coefficient of job satisfaction to turnover intention is -0.29 ( $p < 0.01$ ). Sobel test on actual income, job satisfaction and turnover intention (Sobel, 1982, cf. Baron and Kenny, 1986) reveals that Sobel-test  $Z = -2.61$  ( $p = 0.009 < 0.01$ ), indicating the actual income has a direct and indirect negative correlation with turnover intention, and job satisfaction plays a partial mediating role between actual income and turnover intention. Therefore, hypothesis 6a “*Millennial migrant workers’ job satisfaction mediates relationship between actual income and turnover intention*” is supported.

#### 4.4.2 Regression analysis of comparative income gap and turnover intention

The results of multivariate linear regression analysis of comparative income gap on job satisfaction and turnover intention are shown in Table 4-8. According to model 1 in the table, there is a positive correlation between the comparative income gap and job satisfaction ( $p < 0.01$ ), and the standardized partial regression coefficient is 0.16, so hypothesis 1b “*Millennial migrant workers’ regional comparative income gap (actual income - native place income) is positively related to their job satisfaction*” is supported.

According to results of model 2, there is no significant correlation between comparative income gap and turnover intention, job satisfaction has a significant negative correlation with turnover intention, and job satisfaction does not have a mediating effect between the two. Therefore, hypothesis 5 is supported, and hypotheses 2b and 6b are not supported.

#### 4.4.3 Regression analysis of organizational identification and turnover intention

Results of multivariate linear regression analysis of organizational identification on job satisfaction and turnover intention are shown in Table 4-8. According to model 1 in the table, organizational identification has a significant negative correlation with turnover intention ( $p < 0.01$ ), and the standardized partial regression coefficient is -0.16. Therefore, hypothesis 4a “*Millennial migrant workers’ organizational identification is negatively related to their turnover intention*” is supported.

Results of model 2 show that education level and organizational identification have a significant impact on job satisfaction ( $p < 0.01$ ), and the standardized partial regression coefficient of organizational identification is 0.49, indicating that organizational identification has a significant positive correlation with job satisfaction. Therefore, hypothesis 3a “*Millennial migrant workers’ organizational identification is positively related to their job satisfaction*” is supported.

According to results of model 3, job satisfaction has a significant negative correlation with turnover intention ( $p < 0.01$ ). Before adding job satisfaction, the standardized partial regression coefficient of organizational identification and turnover intention is -0.16 ( $p < 0.01$ ). After adding job satisfaction, the standardized partial regression coefficient of organizational identification is -0.01 ( $p > 0.05$ ). The standardized regression coefficient of job satisfaction to turnover intention is -0.30 ( $p < 0.01$ ). Further Sobel-test reveals that Sobel-test  $Z = -5.44$  ( $p = 0.009 < 0.01$ ), indicating that there is no direct correlation between organizational

identification and turnover intention and job satisfaction plays a full mediating role. Therefore, hypothesis 6c “*Millennial migrant workers’ job satisfaction mediates the relationship between organizational identification and turnover intention*” is supported.

#### **4.4.4 Regression analysis of regional identification and turnover intention**

Results of multivariate linear regression analysis of regional identification on job satisfaction and turnover intention are shown in Table 4-8. According to model 1 in the table, regional identification has a significant negative correlation with turnover intention ( $p < 0.01$ ), and the standardized partial regression coefficient is -0.40. Therefore, hypothesis 4b “*Millennial migrant workers’ regional identification is negatively related to their turnover intention*” is supported.

The results of Model 2 showed that regional identification has a significant impact on job satisfaction ( $p < 0.01$ ), and the standardized partial regression coefficient of organizational identification is 0.49, indicating that regional identification has a significant positive correlation with job satisfaction. Therefore, hypothesis 4a “*Millennial migrant workers’ organizational identification is negatively related to their turnover intention*” is supported.

According to results of model 3, regional identification and job satisfaction have a significant negative correlation with turnover intention ( $p < 0.01$ ). Before adding job satisfaction, the standardized partial regression coefficient of regional identification and turnover intention is -0.40 ( $p < 0.01$ ). After adding job satisfaction, the standardized partial regression coefficient of regional identification is -0.15 ( $p < 0.01$ ). Further Sobel-test test reveals that Sobel-test  $Z = -2.99$  ( $p = 0.0028 < 0.01$ ), indicating that there is direct and indirect correlation between regional identification and turnover intention and job satisfaction plays a partial mediating role in the negative correlation between regional identification and turnover intention. Therefore, hypothesis 6d “*Millennial migrant workers’ job satisfaction mediates the relationship between regional identification and turnover intention*” is supported.

Based on the above analysis, the results of relevant hypotheses are summarized as per Table 4-9. Only hypothesis 2b and 6b are not supported, and the other hypotheses are supported.

Table 4-9 Summary of hypotheses verification results

Hypothesis Serial Number	Hypothesis Contents	Verification
Hypothesis 1a:	Millennial migrant workers' actual income is positively related to their job satisfaction.	Supported
Hypothesis 1b:	Millennial migrant workers' regional comparative income gap (actual income - native place income) is positively related to their job satisfaction.	Supported
Hypothesis 2a:	Millennial migrant workers' actual income is negatively related to their turnover intention.	Supported
Hypothesis 2b:	Millennial migrant workers' regional comparative income gap (actual income - native place income) is negatively related to their turnover intention.	Not supported
Hypothesis 3a:	Millennial migrant workers' organizational identification is positively related to their job satisfaction.	Supported
Hypothesis 3b:	Millennial migrant workers' regional identification is positively related to their job satisfaction.	Supported
Hypothesis 4a:	Millennial migrant workers' organizational identification is negatively related to their turnover intention.	Supported
Hypothesis 4b:	Hypothesis 4b: Millennial migrant workers' regional identification is negatively related to their turnover intention.	Supported
Hypothesis 5:	Millennial migrant workers' job satisfaction is negatively related to their turnover intention.	Supported
Hypothesis 6a:	Millennial migrant workers' job satisfaction mediates relationship between actual income and turnover intention.	Supported
Hypothesis 6b:	Millennial migrant workers' job satisfaction mediates the relationship between comparative income gap and turnover intention.	Not supported
Hypothesis 6c:	Millennial migrant workers' job satisfaction mediates the relationship between organizational identification and turnover intention.	Supported
Hypothesis 6d:	Millennial migrant workers' job satisfaction mediates the relationship between regional identification and turnover intention.	Supported

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## Chapter 5: Discussion and Conclusion

Under the background of significant regional development imbalance in China and the high turnover rate and labor shortage in China's manufacturing industry, this study takes the millennial migrant workers as the research objects. Based on the ERG theory, it examines the impact of work income and identification of the millennial migrant workers on job satisfaction and turnover intention. On the whole, it suggests that individual satisfaction can be improved and turnover intention can be reduced by increasing the degree of individual identification.

As mentioned above, the millennial employees in China refers to the employees born since the 1980s (Xie, 2007). Since they live in the specific political and social development period of China, most millennial employees are from one-child family and receive excessive love from their families. They live in the era of reform and opening up and experience globalization and conflicts between the East and the West in their growth. In addition, they have also experienced the higher education reform in China and the rapid spread of the Internet. They are significantly different with older employees in working environment, social environment and individual characteristics. On the one hand, they are more independent, pursue equality and are unwilling to be restrained; they are good at learning, have a strong sense of self-worth, like challenges, and have strong innovative ability. On the other hand, the millennial employees have no rich social experience, weak anti-pressure ability, unrealistic comparison mentality, poor resistance to setbacks, and lack of job post adaptability.

These personality characteristics are reflected in the work values of the millennial employees. "Work-life balance" is the most important value of them (Chao, 2006). They enjoy the meaning and fun of work, pursue the balance between work and life, and believe that work is only part of life. They focus more on freedom in their values than the older employees. They are more self-oriented, and individual goals are more important than organizational goals at work (Smola & Sutton, 2002). The millennial employees have a strong sense of innovation, but their job satisfaction and loyalty are low; they are eager for short-term returns, but they lack patience and do not like to follow the rules; they focus on equality and fairness and disregard authority.

According to the ERG theory, the existence needs mainly include wage, welfare and material environment. Therefore, it is necessary to influence the behavior through the

transmission mechanism of motivation. As a kind of existence needs, income improves job satisfaction of employees and reduces their turnover intention. This study proves that the actual income and comparative income gap (actual income-native place income) of the millennial migrant workers are positively correlated with job satisfaction; actual income is negatively correlated with turnover intention, while the impact of comparative income gap (actual income-native place income) on turnover intention is not significant.

The relatedness needs include organizational, industrial, and social identification. Organizational and regional identification directly affect the relationship between the millennial migrant workers and their colleagues, organization and living area. For individuals in the society, as an important member of the whole social group, the process of realizing the personal goal and value is also the process of the individual being continuously recognized by the external world. In this process, individuals continue to improve their value in this production system and the corresponding positioning. The formation of individuals' dependence on the corresponding organization and region results in the generation of individual job satisfaction. This study proves that the organizational identification and regional identification of the millennial migrant workers are positively correlated with job satisfaction. The organizational identification and regional identification are negatively correlated with turnover intention.

In the previous research, job satisfaction has always been regarded as an important factor affecting employee turnover intention, and it is the core antecedent variable of turnover intention. This study proves that job satisfaction of the millennial migrant workers is negatively correlated with their turnover intention; job satisfaction has a mediating effect in the relationship between actual income and turnover intention, and the mediating effect of job satisfaction in the relationship between comparative income gap and turnover intention is not significant; job satisfaction plays a mediating role in the relationship between organizational identification and turnover intention, as well as regional identification and turnover intention.

In general, the actual income, organizational identification and regional identification proposed in this study are based on the impact of the ERG theory on employee turnover. The theoretical source of regional identification, regional comparative income difference and its formation is the income difference under the urban-rural dual economic structure of China and the identification difference brought by the social system. It is proposed that regional characteristics will lead to the difference of individuals in interests and identification. This study reveals how individual income and degree of identification affect the perception of individual satisfaction and that individual income, identification, and self-satisfaction degree have a

significant impact on the individual turnover intention. Specifically, the main conclusions of this research include the following aspects.

## **5.1 Difference of key variables across different demographic characteristics**

This study shows that the actual income, organizational identification, regional identification, job satisfaction, and turnover intention of the millennial migrant workers are significantly different in different demographic characteristics.

### **5.1.2 Difference of actual income and job satisfaction on gender**

It is proved that the actual income and job satisfaction of the millennial migrant workers surveyed are significantly different from the perspective of gender. To be specific, the actual income of men is higher than that of women, while the job satisfaction of men is lower than that of women. According to Bergmann (1971), there has been non-competitive discrimination in the labor market for a long time. It is widely believed that there is a difference in innate or acquired ability between men and women. Therefore, even with the same labor productivity, women are considered to “crowd into” the job, thereby obtaining less income. The income situation, in turn, becomes a reason for companies to hire women. This phenomenon is more prominent in the manufacturing industry, which makes women in the manufacturing industry earn less than men. In addition, the male millennial migrant workers shoulder greater pressure in terms of social role and family responsibility, and men are less adept at dealing with negative emotions through social support (Thayer, Newman, & Mcclain, 1994), which also leads to lower job satisfaction of male employees.

### **5.1.2 Difference of organizational identification, regional identification and turnover intention across enterprise ownership type**

The organizational identification, regional identification, and turnover intention of the millennial migrant workers are significantly different in terms of enterprise ownership. To be specific, employees of state-owned enterprises have higher organizational identification and regional identification, and employees of private enterprises have higher turnover intention. A possible reason may be that compared with private enterprises, state-owned enterprises in China have a more standardized management system and can provide employees with stable work and competitive welfare and benefits so that most employees have a strong sense of identification

with enterprises. In addition, the welfare system of state-owned enterprises relies less on the local social welfare system, so regional differences have little influence on employees of state-owned enterprises. As a result, employees of state-owned enterprises are more embedded in their work, with lower turnover intention than employees of private enterprises (Tan, 2018).

### **5.1.3 Difference of actual income, organizational identification, regional identification, job satisfaction and turnover intention across enterprise scale**

The actual income, organizational identification, regional identification, job satisfaction and turnover intention of the millennial migrant workers are significantly different from the perspective of enterprise scale. Compared with medium enterprises, the actual income of employees in small and micro enterprises is relatively low, while the actual income of employees in large enterprises is relatively high. Compared with small and micro enterprises, the organizational identification of employees in large enterprises and medium enterprises is relatively higher. Compared with medium and small and micro enterprises, regional identification of employees in large enterprises is higher. Compared with medium enterprises, the job satisfaction of employees in large enterprises is relatively higher. Compared with large enterprises, turnover intention of employees in medium enterprises and small and micro enterprises is relatively higher. Large enterprises and medium enterprises have abundant capital, long-term development and operation, various rules and regulations, and relatively perfect welfare and put more emphasis on employee motivation and organizational identification. The small and micro enterprises are faced with huge market competition pressure and difficulty in survival, and put insufficient energy and resources in employee motivation and organizational identification. In addition, there are more abundant human resources in large and medium enterprises than the small and micro enterprises, and the organizational labor division is more detailed and reasonable. This also results in different actual income, organizational identification, regional identification, job satisfaction and turnover intention and the millennial migrant workers from the perspective of enterprise scale.

### **5.1.4 Difference of actual income, comparative income gap and organizational identification on age**

The actual income, comparative income gap, and organizational identification of the millennial migrant workers are significantly different from different age groups. The actual income of those aged 30-35 is higher than that of those aged 20-25 and over 35, while the actual

income of those aged 25-30 is higher than that of those aged over 35. This is because the millennial migrant workers aged 25-30 and 30-35 are in the “golden period” of human labor (Wang, 2012), so their actual income is higher than that of other age groups. Employees aged 25-30 have higher organizational identification than those aged 20-25 and over 35. This is mainly because some of the millennial migrant workers of this age group just enter the society with insufficient social experience and work experience. They have more positive expectations for organizations and society, they are full of enthusiasm for work, and their pressure of marriage and family life has not been fully highlighted (Wang, 2016); therefore, their organizational identification is relatively high.

### **5.1.5 Difference of actual income, comparative income gap, organizational identification and regional identification on education level**

The actual income, comparative income gap, organizational identification and regional identification of the millennial migrant workers are significantly different from the perspective of education level. The actual income of employees graduate from high school and below is lower than that of employees graduate from junior college and university and above, and their comparative income gap is lower than that of those graduate from university and above; employees graduate from high school and below have the lowest organizational identification, followed by those graduate from junior college and university and above; the regional identification of those graduate from high school and below is lower than those graduate from junior college. It indicates that those migrant workers graduate from high school have no competitiveness in coastal areas. In China, the education level is directly related to the employment level (Han, 2018). Higher education level often represents higher intelligence level, and those with high education level have a higher starting point and a better platform in the organization. The higher the education level, the higher the income level. The employees with high education level have a rational understanding of their job and are more willing to achieve personal ideals in the organization (Hu, 2015), which makes it easier for highly educated employees to find a sense of identification in the social environment of organization and work.

## **5.2 Hypothesis testing**

### **5.2.1 Influence of work income on job satisfaction**

In this study, employee income includes actual income and comparative income. The

actual income refers to the actual annual monetary income obtained by the employee in the current organization, and comparative income refers to the difference between the actual income obtained in the current coastal cities and the annual monetary income of the same job in the native place. In the current context of China, cross-regional mobility makes individuals to compare income of job in their native place and the current workplace, and this comparison leads to different perceptions of job satisfaction. This study proposes hypothesis 1a: “*Millennial migrant workers’ actual income is positively related to their job satisfaction*”. Regression analysis shows that actual annual income has a significant impact on job satisfaction ( $p < 0.05$ ), and the standardized partial regression coefficient of actual annual income is 0.14, so hypothesis 1a is supported.

This study proposes hypothesis 1b: “*Millennial migrant workers’ regional comparative income gap (actual income - native place income) is positively related to their job satisfaction*”. Regression analysis shows that there is a positive correlation between the comparative income gap and job satisfaction ( $p < 0.01$ ), and the standardized partial regression coefficient is 0.16, so hypothesis 1b is supported. Individually speaking, apart from their actual income, the difference between the actual income earned in their current workplace and the income earned in their native place also affects their job satisfaction. For individuals who work across regions, there is a direct comparison between the actual income earned in the current workplace and the income earned in the native place. This comparison leads to a rising expectation of income in the current workplace. The actual income earned in the house registration location will exert important influence on the individual satisfaction. The change of satisfaction caused by regional difference provides reference for the formulation of policies and institutions concerning social welfare and organizational motivation, including reform of the household registration system of cross-regional migrant population and the reform of organizational welfare system.

### **5.2.2 Influence of work income on turnover intention**

This study proposes hypothesis 2a: “*Millennial migrant workers’ actual income is negatively related to their turnover intention*”. Data show that actual income has a significant positive correlation with turnover intention ( $p < 0.01$ ), and the standardized partial regression coefficient is -0.16, so hypothesis 2a is supported. As for hypothesis 2b: “*Millennial migrant workers’ regional comparative income gap (actual income - native place income) is negatively related to their turnover intention*”, regression analysis shows that the comparative income gap has no significant effect on turnover intention ( $p > 0.05$ ), and the standardized partial regression

coefficient is -0.029, so hypothesis 2b is not supported. The possible reason may be that with the structural adjustment of China's economy and the strategic shift of the industry, the difference between the native place income and coastal workplace income of the millennial migrant workers has been greatly reduced. The income gap identified in this study is only 1937.60 yuan per year, or 161.47 yuan per month. Moreover, according to the job embeddedness theory of Mitchell and Price (2001), the individual decision-making mechanism considers not only the influence of the individual's own decision-making framework and evaluation of satisfaction of the job itself, but also the degree of embeddedness into the environment and relevant network, which will largely determine the individual's decision-making and behavioral choices and affect the individual's decision of turnover. Job embeddedness is mainly affected by the three factors of links, fit and sacrifice. When employees leave the house registration location to work in the coastal area, their association with the familiar household registration environment is reduced. The cultural environment and living habits between China's coastal and inland areas are greatly different, coupled with factors in household registration system and social security, employees feel far less comfortable with the specific organization and environment of the new workplace. In addition, with the relatively low cost of living in the inland areas and the continuous development of the regional economy, the cognition of regional income gap of employees is increasingly vague, but the material and psychological interests lost when employees give up job in the house registration location are expanding. Therefore, there is no overall direct link between the employees' identification of interest and turnover intention.

### **5.2.3 Influence of identification on job satisfaction**

Identification itself is an important variable that can bring equity and respect to individuals. Especially after economic development reaches a certain level, the concept of economic income first is challenged, and the factors affecting employee satisfaction and turnover behavior are more reflected in factors such as organizational identification. This study proposes hypothesis 3a: "*Millennial migrant workers' organizational identification is positively related to their job satisfaction*". Data show that organizational identification has a significant impact on job satisfaction ( $p < 0.01$ ), and the standardized partial regression coefficient is 0.49, indicating that organizational identification has a significant positive correlation with job satisfaction, so hypothesis 3a is supported. It indicates shows that the higher organizational identification means higher the employee satisfaction. The psychological needs and work characteristics of

the millennial migrant workers in China are significantly different from those of the previous generation employees. With the upgrading of China's manufacturing industry and the overall economic development, the millennial migrant workers have diversified values and social roles. In addition, due to puzzles in career, life and emotion, the mobility of them has also greatly increased. The millennial migrant workers can form a sense of belonging to the organization through organizational identification, which can effectively increase their recognition of and dependence on the organization, reduce the risk of high mobility, give full play to their initiative, enthusiasm and creativity, improve organizational performance and ultimately form unique and inimitable competitive advantages.

The hypothesis 3b proposed in this study is that "*Millennial migrant workers' regional identification is positively related to their job satisfaction*". After regression analysis, regional identification has a significant impact on job satisfaction ( $p < 0.01$ ), and the standardized partial regression coefficient is 0.49, indicating that regional identification has a significant positive correlation with job satisfaction. Therefore, hypothesis 3b is supported. Compared with traditional research such as the job satisfaction turnover model of Price (1977) (individual dissatisfaction with interests such as salary and integration and dissatisfaction with identification such as instrumental communication, formal communication, and centralization will lead to different levels of job satisfaction, and will result in different turnover behaviors based on interaction with the outside), Mobley's (1978) employee withdrawal behavior model proposes, from the perspective of individual interests, that the intention to find other jobs is an important basis for employee turnover intention. The particularity of this study is that previous research has focused more on the impact of individuals and organizations themselves, while the influencing factors in this study have been extended to the background of turnover, namely, the special policy, economy and other macro environment in which the individuals and organization are located. The uniqueness of the environmental factors has a fundamental impact on individual identification and the formation of unique satisfaction perception.

#### **5.2.4 Influence of identification on turnover intention**

As discussed earlier, identification includes regional identification and organizational identification. This hypothesis 4a proposed in this study is "*Millennial migrant workers' organizational identification is negatively related to their turnover intention*". Data analysis results show that the organizational identification has a significant negative impact on turnover intention ( $p < 0.01$ ), and the standardized partial regression coefficient is -0.16, so hypothesis 4a



is supported. In other words, the lower the identification, the higher the employee's turnover intention. Whether it is the organizational identification or regional identification, employees are more likely to quit if they do not gain a sense of identification. It indicates that as an important member of the entire social group, individuals pay attention to the realization of personal goal and value. Individuals are eager to be continuously recognized by the outside world, and through continuous communication and achievement of goals, they constantly improve their value in this production system and the corresponding positioning.

The hypothesis 4b proposed in this study is that "*Millennial migrant workers' regional identification is negatively related to their turnover intention*". According to the regression analysis, regional identification has a significant negative impact on turnover intention ( $p < 0.01$ ), and the standardized partial regression coefficient is -0.40, so the hypothesis 4b is supported. It indicates that the millennial migrant workers attach great importance to the identification of the community in which they live. This sense of identification can effectively satisfy the individuals' desire for social communication and their emotion to be recognized by society and organizations, this emotion is beneficial for the individuals to form the living habit associated with the organization, and the maintenance of this habit can contribute to the formation of individual's organizational dependence. The formation of individual dependence on the corresponding organization and region greatly reduces the likelihood of turnover intention.

### **5.2.5 Influence of job satisfaction on turnover intention**

The hypothesis 5 proposed in this study is that "*Millennial migrant workers' job satisfaction is negatively related to their turnover intention*". According to data analysis, job satisfaction has a significant negative impact on turnover intention ( $p < 0.05$ ), the standardized partial regression coefficient is -0.29, indicating that there is a significant negative correlation between job satisfaction and turnover intention. Therefore, hypothesis 5 is supported. Job satisfaction is the earliest identified attitude variable found in research on turnover. In the early foreign studies, dissatisfied employees are more likely to quit their job and turnover can be reduced by changing job satisfaction. In the past ten years in China, there have been many studies on job satisfaction and turnover intention, and all the results show that there is a significant negative correlation between the two. Although individuals with high level of satisfaction are less likely to quit the job, but generally speaking, higher degree of satisfaction can effectively reduce their turnover intention. The previous empirical research results also show that the satisfaction of the millennial migrant workers in the coastal areas of China is

negatively correlated with turnover intention. In other words, the higher the job satisfaction of the millennial migrant workers in the coastal areas of China, the lower their turnover intention; the lower the job satisfaction, the higher the turnover intention.

### **5.2.6 Job satisfaction's a mediating role in the impact of income and identification on turnover intention**

According to Price's (1977) model, the salary level and the degree of integration (the degree of integration of employees with other people in the relevant organization) are the decisive factors of important turnover. The model also points out that job satisfaction is mediating variable between employee turnover and its antecedents.

The mediating role of job satisfaction in the impact of employee income on turnover intention is also studied and hypothesis 6a and hypothesis 6b are proposed. The hypothesis 6a proposed in this study is that *"Millennial migrant workers' job satisfaction mediates relationship between actual income and turnover intention"*. According to data analysis, the standardized partial regression coefficient of actual income and turnover intention is -0.16 ( $p < 0.01$ ) before job satisfaction is added. After job satisfaction is added, the standardized partial regression coefficient of actual income is -0.12 ( $p < 0.01$ ), and the standardized regression coefficient of job satisfaction on turnover intention is -0.29 ( $p < 0.01$ ). Further Sobel-test test for actual income, job satisfaction and turnover intention (Sobel, 1982, cf. Baron and Kenny, 1986) reveals that Sobel-test  $Z = -2.61$  ( $p = 0.009 < 0.01$ ), indicating that actual income has a direct and indirect negative correlation with turnover intention, and job satisfaction plays a partially mediating role. Therefore, the hypothesis 6a is supported. It can be proved that for the millennial migrant workers in the coastal areas of China, job satisfaction has a significant mediating effect on the impact of actual income on employee turnover.

The hypothesis 6b proposed in this study is that *"Millennial migrant workers' job satisfaction mediates the relationship between comparative income gap and turnover intention"*. According to data analysis, the comparative income gap has no significant impact on turnover intention, and the mediating role of job satisfaction in the relationship between comparative income gap and turnover intention is not significant. Although comparative income has a positive correlation with employee satisfaction, it does not have a negative effect on employee turnover.

The hypothesis 6c proposed in this study is that *"Millennial migrant workers' job satisfaction mediates the relationship between organizational identification and turnover*

*intention*". According to data analysis, before job satisfaction is added, the standardized partial regression coefficient of organizational identification on turnover intention is  $-0.16$  ( $p < 0.01$ ). After job satisfaction is added, the standardized partial regression coefficient of organizational identification is  $-0.01$  ( $p > 0.05$ ), and the standardized regression coefficient of job satisfaction on turnover intention is  $-0.30$  ( $p < 0.01$ ), the Sobel-test  $Z = -5.44$  ( $p = 0.009 < 0.01$ ). Job satisfaction plays a full mediating role in the negative correlation between organizational identification and turnover intention. Therefore, hypothesis 6c is supported. It indicates that the effect of organizational identification on turnover intention needs to be realized fully by improving employee job satisfaction.

Based on the social exchange theory, this study proposes the hypothesis 6d: "*Millennial migrant workers' job satisfaction mediates the relationship between regional identification and turnover intention*". The data analysis shows that before job satisfaction is added, the standardized partial regression coefficient of regional identification and turnover intention is  $-0.40$  ( $p < 0.01$ ). After job satisfaction is added, the standardized partial regression coefficient of regional identification is  $-0.33$  ( $p < 0.01$ ), the standardized regression coefficient of job satisfaction on turnover intention is  $-0.15$  ( $p < 0.01$ ), and Sobel-test  $Z = -2.99$  ( $p = 0.0028 < 0.01$ ). Job satisfaction plays a partial mediating role in the negative correlation between regional identification and turnover intention. Therefore, the hypothesis 6d is supported. Regional identification has a positive correlation with employee satisfaction, which in turn exerts a negative impact on employee turnover. In other words, the stronger the employees' regional identification is, the higher their satisfaction will be. In turn, their turnover will be reduced. It can be seen that for the millennial migrant workers in the coastal areas of China, strengthening the regional identification of employees plays an extremely important role in improving employee satisfaction and reducing employee turnover.

## **5.3 Implications and suggestions**

### **5.3.1 Policy-making: breaking regional barriers and discrimination and improving identification**

Changing individual identification and providing workers with a fairer and more respectful environment can effectively improve individual satisfaction. Regional identification will affect the employment and turnover of the millennial migrant workers in coastal areas. In addition, it will also affect their life satisfaction and organizational satisfaction. It is not too prominent in

places where there is more migrant population and less local populations, but it is more common in places where there is fewer migrant population and more local population. In fact, the Chinese government is also planning to gradually liberalize the household registration system, promote population mobility, and reduce the adverse impact of the household registration system on the regional identification of migrant workers in terms of social welfare and medical security. On July 30, 2014, the State Council of China issued the *Opinions on Further Promoting the Reform of the Household Registration System* (Guo Fa [2014] No. 25). It is stipulated that the restrictions on settling down in organic town and small cities should be fully lifted, restrictions on settling down in medium cities with a population of 500,000 to 1,000,000 should be lifted in an orderly manner, conditions of settling down in big cities with a population of one million to three million should be determined reasonably, and the population size of mega-cities with a population of over five million should be strictly controlled. The document requires to further adjust registered permanent residence transference, unify the urban and rural household registration system, comprehensively implement the residence permit system, speed up building and sharing of the national population basic information database, and steadily promote coverage of basic public services such as compulsory education, employment services, basic old-age care, basic medical care and housing security on the permanent residents. On February 8, 2019, the National Development and Reform Commission issued *the Key Tasks for New Urbanization Construction in 2019*, which clearly required to lift or relax the restrictions on urban settlements apart from several mega-cities, implement recognition of years required to obtain registered permanent residence in qualified urban areas, accelerate the elimination of household registration barriers between urban and rural areas, promote the citizenization of local population and migrant population, promote orderly flow, rational distribution and social integration of the population, and promote the sharing of human resources information and co-construction of public employment service platforms.

### **5.3.2 Management implication: focusing on improvement of employees' actual income and sense of identification**

In addition to the government's macro-policy guidance, corresponding measures within the enterprises should also be taken to create an environment that is more conducive to the promotion of individual identification. Enterprises can achieve the improvement of individual identification through the construction of their own internal systems. For example, small and medium-sized enterprises can promote cultural development, create a harmonious and positive

collective atmosphere, and increase the organization's inclusiveness and humanistic care for new employees. Only when enterprises regard the needs of employees as the first priority and meet their expectations in work arrangement or salary, can the satisfaction of employees be improved, thus increasing their sense of identification with the enterprise. Enterprises should focus on organizational justice such as fair distribution of compensation and institutional procedural justice, establish a standardized system and transparent management, and create a corporate culture that is positive, daring to take responsibility and focuses on fairness. These are also important measures to enable employees to form good workplace character and take responsibility for work and organization. Through improvement of the working environment and organization of corporate culture activities, the enterprises enable the employees to feel the warmth and create a good image in the minds of employees, thus retaining the employees. Enterprises should also regard employees as their partners rather than hired workers, and respect employees as much as possible, thereby enhancing their sense of belonging and identification to the organization. It is also important to enable individuals to be integrated into the social network system. Enterprises in the coastal area must break regional barriers and discrimination, build a good communication and interaction mechanism between migrants and natives, and promote cohesion of internal team so that everyone work together for the same goal. In addition, it is also the shaping of corporate image.

In terms of job development and value realization orientation, individual and group orientation, and hierarchical relationship orientation, there is no significant difference between the millennial migrant workers and their predecessors (Zhang, et al., 2009), but they are different from their predecessors as for aspiration of being treated equally, high work mobility, lack of patience, aspiration for short-term returns, and expectation to be valued and recognized (Li & Hou, 2012). Therefore, to increase the satisfaction and reduce the turnover rate of the millennial migrant workers, it is necessary to focus on economic exchange and social exchange, paying attention to the income of employees and enhancing their identification as well.

In terms of specific practices, according to the ERG theory, existence and relatedness needs are important factors affecting the regional identification of employees. In terms of existence needs, the actual income of employees must be guaranteed to meet their needs for existence and development. The empirical analysis shows that the actual income of the millennial migrant workers has a positive correlation with improvement of satisfaction and reduction of turnover intention. To improve and ensure the actual income of employees, there must be a scientific and reasonable salary system with no regional identification differences,

and the principle of performance and contribution must be adhered to. The millennial migrant workers pursue high-quality material life. However, due to factors such as commodity prices and housing prices, their demands for higher salary are presented in more diversified forms. In addition, most of the millennial migrant workers are from one-child family, so under the influence of traditional Chinese social morality, issues such as support of parents are more prominent. At the same time, they pursue a free and happy life, attach importance to personal feelings, and like a relaxed working environment and flexible working hours, so they hope that their labor and salary can be positively correlated, and they also expect the enterprise to provide more and diversified benefits such as paid vacations and group travel.

In terms of relatedness needs, this study shows that identification, including organizational identification and regional identification, has a significant impact on job satisfaction and turnover intentions of the millennial migrant workers. It is particularly worth mentioning that the regression coefficient of regional identification on turnover intention is much larger than that of organizational identification on turnover intention, which indicates that the impact of regional identification on turnover intention is more significant than that of organizational identification. Therefore, apart from attaching importance to and strengthening organizational identification, enterprises should also pay attention to the policy environment of the local government to migrant workers. For example, when making investment to establish plants, enterprises can choose cities and regions that have friendly policies to migrant workers.

From the perspective of organizational identification, it is necessary to ensure fair social relationships and social status within the enterprise and meet the relatedness needs of employees. Enterprise should also provide a platform for interpersonal communication and organization activities and recognize employees through promotion and rewards. In this way, employees not only get fair pay, but also feel equal treatment in social relationships within the organization. Enterprises should pay attention to employee satisfaction, because the higher the satisfaction is, the less likely it is for them to quit. As one of the important indicators of the basic situation of human resources in enterprises, employee job satisfaction has a profound impact on the long-term development of enterprises. In fact, many enterprises in China's coastal areas are paying increasingly more attention to improve the organizational identification of millennial migrant workers and taking measures such as organizing regular employee gathering and trips, arranging children of migrant workers to attend school locally, and chartering coaches and planes to send migrant workers home and bring them back during the Chinese New Year. Some enterprises have established special departments to deal with the problems encountered in the

lives of employees. Under the guidance of people-oriented management philosophy, more and more enterprises recognize that getting rid of the misunderstanding of job satisfaction management and better attracting, training, retaining and utilizing talents are the fundamental driving force for sustainable development of an enterprise. In addition, in response to the characteristics of the millennial migrant workers, enterprises should actively promote employee self-management, stimulate employee creativity and obtain job satisfaction. In this way, employees can undertake challenging job, acquire more promotion opportunities, comfortable working environment and harmonious interpersonal relationships, which can help employees generate high job satisfaction and thus improve job performance.

### **5.3.3 Employees: career planning and life-long learning**

It is proved that the income of employees with different ages and academic education levels is different. The actual income and comparative income gap of those aged over 35 years old are lower than those aged 20-25 years old, 25-30 years old and 30-35 years old, which indicates that the millennial migrant workers in the manufacturing industry over 35 years old start losing competitive advantage in labor market outside their native place. Therefore, the millennial migrant workers should start career planning as soon as possible, and the factors such as personal interests and ability endowments should be combined with the job requirements of the target industries and enterprises so as to analyze and evaluate their own careers. They should focus on the subjective and objective conditions of their career development and their vocational tendency, determine their career goals, and find practical paths and plans to strive to achieve continuous professional growth.

In terms of specific practices, first of all, the value of self-growth and career growth should be unified. As mentioned above, the millennial employees are more eager for the realization of self-worth, but their connotation of self-worth is rather vague and is easy to be influenced by external factors. In addition, they have the idea of getting quick success, which makes it easy for them to pay attention to immediate interests and lack long-term planning. When entering the enterprise, it is found that their talent endowment cannot meet the requirements of the post, or that the job is inconsistent with their own specialties and hobbies, resulting in frequent job hopping, reduced work enthusiasm, and insufficient development stamina. As a result, it has led to a lack of growth in their career. Therefore, the millennial migrant workers must take into account the development goals of the enterprise when setting and planning their own growth goals, so that their growth can be consistent with the corporate growth. They should not be

blindly confident and should consider choices of occupation, industry and workplace from the perspective of their whole career life.

In addition, it is necessary to unify self-analysis and evaluation and the occupational analysis and evaluation. The millennial migrant workers lack the channel to understand the social needs of the workplace and lack rational understanding of occupational ability, which increases the running-in time between the enterprises and employees and increases the labor cost of the enterprise as well as the time cost of the career growth of the millennial employees. They must unify self-analysis and evaluation, occupational analysis and evaluation and social analysis and evaluation, and understand their own basic quality and ability through self-analysis and evaluation, such as social roles, self-awareness, personal traits, and behavioral preferences. They can understand their professional skills and professional interests, and link personality, interests and other personality factors with career choices to choose the suitable job. In addition, they should know the quality and ability requirements for practitioners in different occupational positions, including the basic skills and special vocational skills required for the position. Based on the relevant policies of the enterprise and workplace, they can understand the specific characteristics of occupational regional distribution. Apart from considering the scale and nature of the enterprise, they should also pay attention to the development prospects of the industry, the supply and demand of talents in the region, and the status of regional salary levels to reduce the cost of finding a suitable job.

This study argues that the competitiveness of millennial migrant workers who graduate from high school and below is lower than those who graduate from junior college and university and above. It indicates that the current employment level of China's manufacturing industry is closely related to the level of employee education. Highly educated employees are more likely to gain value recognition in the social environment of the organization and workplace. However, the millennial migrant workers are the incumbents of the company, so they have limited time for study and the learning opportunities are precious. This requires them to abandon the misunderstanding of "education is useless" in their career development and establish the concept of lifelong learning. They should cultivate the spirit of self-discipline, enhance active awareness, optimize learning habits, and improve their learning efficiency. They should make overall planning for the learning process, set short-term and long-term learning goals, rationally plan their own time, and handle the relationship between work and study.

In the process of on-the-job learning, the millennial migrant workers should determine their career goals and selectively conduct workplace learning rationally according to their own



situation. They should adopt appropriate learning methods, pay attention to applicable knowledge and skills, and focus on the learning and accumulation of basic knowledge so as to enhance their career development potential. Bandura (1997) argues that self-efficacy plays a key role in the formation of individual behavioral motives, which means that an individual's confidence in his ability to perform an action at a specified level affects the behavioral motivation. The millennial migrant workers will face many realistic factors influencing the on-the-job learning. Therefore, they should constantly adjust and motivate themselves in the process of learning, and take advantage of the opportunities in the work, such as leader praise, performance promotion and salary increase, to strengthen self-psychological suggestion, establish learning confidence, and maintain learning motivation.

## **5.4 Contributions**

This thesis attempts to further study the turnover model from a new perspective and conduct a more comprehensive and localized study and explanation of the employee turnover behavior in China's special circumstances. The theoretical contributions of this study are mainly reflected in the following aspects:

**5.4.1 With the turnover theory as the theoretical basis, this thesis covers the impact of regional economic environment difference and organization on employee turnover intention, and thus builds an employee turnover analytical framework that is comprehensive and close to China's actual situation.**

This analytical framework breaks through the classical framework of the Western employee turnover theory, and is an innovative study on turnover model of the millennial migrant workers in the context of China's economic transformation. This research framework not only fits the research on employee turnover theory in China's economic transition stage, but also provides a more realistic research foundation for the current human resources support of China's manufacturing industry, and points out the direction for the proposition of more appropriate employee retention strategies.

**5.4.2 This thesis focuses on the intergenerational characteristics of the millennial migrant workers, and uses income and identification as two dimensions to analyze their impact on individual job satisfaction and turnover intention.**

Instead of understanding the formation of individual satisfaction only from individual income cognition and the individual identification cognition, this thesis, based on the intergenerational characteristics of the millennial migrant workers, integrates the ERG motivation theory and identification theory to reveal the impact of actual income, comparative income gap, organizational identification and regional identification on job satisfaction and turnover intention, which provides necessary theoretical and empirical basis for the satisfaction management and turnover rate control of the millennial migrant workers in China's coastal manufacturing enterprises.

#### **5.4.3 The findings of this research on turnover and millennial migrant workers, enrich the literature in these areas and providing meaningful policy suggestions.**

The new findings are as follows. First, the thesis identifies the actual income and comparative income of the millennial migrant workers and the impact of these incomes on job satisfaction and turnover intention. In addition, this thesis has identified the 35-year-old phenomenon of this group. In other words, the wage of the millennial migrant workers aged over 35 is significantly lower than that of those aged 30-35 and 20-25, indicating that this group faces age discrimination in wage after the age of 35. This result is in line with the results of Shenzhen Employment Discrimination Survey Report issued in May 2010 by Shenzhen Equity and Justice Initiative. This finding is meaningful for government policy making, business management and the millennial migrant workers themselves. In addition, both the impact of comparative income gap on job satisfaction and the impact of regional identification on job satisfaction and turnover intention are meaningful new findings.

### **5.5 Research limitations and future study**

#### **5.5.1 Research limitations**

This thesis acknowledges the following limitations.

First of all, this study mainly selects the young people as the research objects. Although the migrant population is mostly made up of young people, research on other groups also helps to understand how the mechanisms of action in different groups are different.

Second, in terms of the independent variables and dependent variables, this study mainly

uses subjective measurement to measure relevant constructs, which may lead to the problems of common method bias and multicollinearity. In future research, it is necessary to jointly obtain data by considering multiple types of channels to solve the problems caused by common method biases, so as to improve the accuracy of the entire research results.

Finally, the samples are selected from the manufacturing industry in Zhejiang Province. Although different provinces have commonalities in terms of regional economic development and labor inflow characteristics, there are significant differences in industrial structure and social welfare. In addition, the management and operation characteristics of the manufacturing industry are also very different from those of other industries. These factors have limited the guiding significance of this study.

### **5.5.2 Suggestions for future study**

First, the samples of this study are concentrated in the manufacturing industry in Zhejiang. In the future research, scholars can extend the scope to other provinces and regions and the service industry to further validate the conclusion of the impact of comparative income difference and regional identification on job satisfaction and turnover intention.

Second, this study mainly examines the satisfaction perception of groups using the Internet. Based on existing research, it is necessary for this theory to further expand its application groups by, for example, expanding the span of age of respondents. In future research, it is necessary to further validate this theoretical framework by means of large sample statistical analysis.

Third, the future research can adopt the method of time series data. By collecting the data of different and the same variables as well as the same individuals in different time periods, regression analysis is carried out on the dependent variables according to the difference of the variables in different time periods. In addition, objective data can be used to replace some dependent variables or independent variables.

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## Appendix: Questionnaire

### Questionnaire of research on intention to find jobs away from hometown

Respected ladies or gentlemen! This study analyzes your understanding of the current state of the work and the issues related to the planning of future work. Please spare 20-30 minutes to help us fill out this questionnaire.

UESTC Research Group

**1. Basic Information (Please write down relevant information in the blanks and tick  in the corresponding )**

1	Gender: _____ [ 1 ] Male [ 2 ] Female
2	Enterprise ownership: _____ [ 1 ] State-owned [ 2 ] Private
3	Enterprise category: [ 1 ] Manufacturing [ 2 ] Service [ 3 ] IT industry [ 4 ] Others
4	Enterprise scale: _____ [ 1 ] Large [ 2 ] Medium [ 3 ] Small and micro
5	Age: _____ [ 1 ] 25 and below [ 2 ] 25-30 [ 3 ] 30-35 [ 4 ] 35 and above
6	Are you non-native workers? [ 1 ] Yes [ 2 ] No
7	What is your personal monthly income in the current job position? _____yuan What is your expected salary? _____yuan If it is the same job position, what is the salary in your hometown or the neighboring areas? _____yuan
8	What are your personal monthly expenses in the workplace? Approximately _____yuan What is your personal monthly expenses in your hometown or neighboring places? Approximately _____yuan
9	Marital status: [ 1 ] Married [ 2 ] Unmarried [ 3 ] Other
10	Education level: [ 1 ] Primary school [ 2 ] Middle school [ 3 ] High school [ 4 ] University and above
11	Do you live in separate places with your spouse after you get married? [ 0 ] Yes [ 1 ] No
12	What is the dependence of your family (children or parents) on you?(1 very low, 3 not low or high, 5 very high) [ 1 ] You need to take care of children [ 2 ] You need to take care of parents [ 3 ] You need to take care of parents of spouse [ 4 ] Other _____

**2. Identification (Please tick ✓ to corresponding scores according to your level of agreement with the descriptions)**

The scores from 1-7 in the following items represent the level of agreement from low to high. Please tick ✓ in the corresponding boxes (1 represents very disagree, 4 represents neutral, 7 means very agree)	1=Strongly disagree 7=Strongly agree						
<b>Over the past two years in work</b>							
I am the member of relevant labor unions of the enterprise.	1	2	3	4	5	6	7
I have good relations with other employees in the enterprise.	1	2	3	4	5	6	7
I have good social life integration within the company.	1	2	3	4	5	6	7
I can participate in the education and training offered by the enterprise.	1	2	3	4	5	6	7
I make commitment and participate in the enterprise's traditional cooperation projects.	1	2	3	4	5	6	7
<b>Over the past two years in work</b>							
I have legal status and obtain relevant benefits provided by the region.	1	2	3	4	5	6	7
I live in harmony with local residents.	1	2	3	4	5	6	7
I am able to get integrated into the local community.	1	2	3	4	5	6	7
I am able to find suitable education and training opportunities for the next generation in the local area.	1	2	3	4	5	6	7

**3. Turnover Intention (Please tick ✓ to corresponding scores according to your level of agreement with the descriptions)**

The scores from 1-7 represent the level of agreement from very disagree to very agree	1=Strongly disagree 7=Strongly agree						
I am likely to seek a new job actively next year.	1	2	3	4	5	6	7
I often think about turnover.	1	2	3	4	5	6	7
I may find a new job next year.	1	2	3	4	5	6	7
The scores from 1-7 represent the level of agreement from very disagree to very agree	1=Strongly disagree 7=Strongly agree						
Next year I will actively find a new job in a place nearer to the home.	1	2	3	4	5	6	7
I often think about quit the job to work in the hometown.	1	2	3	4	5	6	7
I may find a new job in the place nearer to my home next year.	1	2	3	4	5	6	7

**4. Job Satisfaction**

The scores from 1-7 in the following items represent the level of agreement from low to high. Please tick ✓ in the corresponding boxes	1=Strongly disagree 7=Strongly agree						
<b>Generally, over the past two years in work:</b>							
The enterprise pays attention to the development of employees in their careers.	1	2	3	4	5	6	7
The enterprise cares about employees' job satisfaction.	1	2	3	4	5	6	7
The enterprise creates conditions for employees to give full play to their ingenuity.	1	2	3	4	5	6	7
The enterprise treats every employee fairly.	1	2	3	4	5	6	7

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The enterprise seriously studies and deals with the employees' suggestions and opinion.	1	2	3	4	5	6	7
The enterprise gives full authorization to employees within its functions and powers.	1	2	3	4	5	6	7
The enterprise respects dignity of every employee.	1	2	3	4	5	6	7
The enterprise trains the employees for the knowledge and skills required for their future development.	1	2	3	4	5	6	7

**Thank you for your support!**