

Research on the Phenomenon of Frequent Job Changes among Young People in China

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Abstract: Nowadays, the phenomenon of job hopping in Chinese enterprises is becoming more and more serious. This article takes the phenomenon of frequent job changes among young people in China as a backdrop and analyzes the reasons that influence it from the perspectives of both companies and employees. This paper employs a questionnaire to collect data and analyzes the collected data to draw conclusions. The analysis of the survey results reveals that various factors, such as young people's employment prospects, their expectations for ideal jobs, the alignment between their academic majors and actual jobs, and other factors, contribute to the phenomenon of young people frequently changing jobs to varying degrees. The research findings indicate a significant positive correlation between the self-identity and organizational identity of the post-90s generation and their intention to leave their current jobs. Additionally, the disparity between corporate promises and reality has implications for the turnover of young job seekers, as it increases the likelihood of younger employees leaving the company. Furthermore, the employment prospects of young workers also play a role in their tendency to switch jobs frequently. Finally, this study provides recommendations at four levels: government, enterprises, educational institutions, and young employees themselves.

Keywords: Job-hopping; Young Chinese People; Causes; Employment Views.

1. Introduction

When people choose a job, they pay more attention to a relatively stable job. The main reason for this traditional concept is the influence of traditional culture and the lack of conditions for job mobility in the past era. However, it is no longer appropriate to require today's young people to stay in one career for life, or even stay in one company for life, like people in the past (Yangzhou Daily, 2018) [1]. The phenomenon of contemporary young people frequently changing jobs really needs attention. Research data in China shows that as of the end of May 2020, the average turnover rate of fresh graduates in 2019 was 23.1%. Among them, the turnover rate of fresh graduates in the traditional service industry, consumer goods industry, and manufacturing industry was higher, which were 28.1%, 25.5%, and 25.5% respectively. 24.8% (Carefree Life, 2020) [2]. On the other hand, the frequent job changes of young employees may not only be due to their own factors, but also to the environment of the company and the development of society.

There are currently many studies focusing on the causes of brain drain, which show that the main reasons for employees to frequently change jobs are: (1) To obtain better benefits and higher wages (Liang Rong, 2020) [3]; (2) To change jobs for Get more opportunities; (3) Job-hopping is due to lack of employee loyalty and other reasons (Pranaya, D, 2014) [4]. In addition, there are many studies focusing on the reasons for brain drain, which show that the reasons for frequent job switching are: (1) For better benefits and higher wages (Liang Rong, 2020) [3]. (2) Job-hopping to gain more opportunities; (3) Job-hopping due to lack of employee loyalty, etc., (Pranaya, D, 2014) [4]. Job hopping is an important form of talent mobility, one of the signs of a mature labour market and a symbol of social progress. As an important way of talent mobility, job-hopping has its positive significance. However, in China, the frequent job-hopping of young people carries more blindness, which is not only detrimental to their own

careers, but also to the company and society (Shang Xingpin, 2017) [5].

The purpose of this paper is to explore the reasons why Chinese young people frequently change jobs, and the relationship between them and enterprises, society, and individual employees. After gaining an in-depth understanding of the minds of young employees, feedback was collected through questionnaires to analyze the data and determine the relationships between variables. This paper mainly explores the following research questions: Does the gap between corporate promises and reality have an impact on the turnover of young employed people? Are the employment views of young workers the cause of their frequent job changes?

2. Literature Review

Job-hopping is a normal phenomenon in the flow of human resources in the market. However, with the rapid development of the economy, people's pace of life is accelerating and the pressure of life is increasing. The phenomenon of talent-hopping in enterprises is becoming more and more frequent. Li Dan pointed out that the employment stability of Chinese workers has declined in recent years, and this phenomenon is the result of a variety of factors, which can be divided into macro factors and micro factors (Li Dan; Wang Juan, 2010) [6].

During the decade 2001-2011, Chinese researchers conducted many studies on the topic of "employment of university students". Research shows that the difficulty in finding employment is the most obvious and important problem in the employment of university students (Yu MingFeng; Chen Chenwen, 2012) [7]. According to Wen Fengan, the employment outlook of university students is influenced by traditional attitudes, mainly the high expectations of post-employment jobs, the traditional "iron rice bowl" concept, and the over-emphasis on the job match

between majors and jobs. On the other hand, some students are overconfident in their employment, blindly pursuing the working environment and superior positions, and if the salary and positions do not meet their expectations, they will give up employment decisively, which is also a key reason why it is difficult for university students to find employment (Wen Fengan, 2009) [8]. With the serious imbalance between supply and demand in China's labor market, employers are in a strong position and have an absolute say in recruitment, while college students are in a weak position. Some employers even refuse to recruit candidates with certain personal natural characteristics on the grounds of personal natural characteristics. Xiao Yun and Zou Li found through a survey that in terms of personality, 34.3% of employers gave priority to male students, while only 4.8% of employers gave priority to female students (Xiao Yun; Zou Li, 2009) [9].

At the same time, the difficulty in finding employment for university students and the difficulty in recruiting for companies in China have always been contradictory. In his study, Wang Shaorang found that there is a big gap between the comprehensive quality of contemporary university students and the realistic needs of employers, which is a major factor causing the difficulty of employment for university students and recruitment for enterprises (Wang Shaorang, 2012) [10]. How do business managers deal with the problem of employee job-hopping and how to retain employees? This is also an important issue that business managers generally pay attention to.

3. Methodology

The purpose of this study is to explore the factors that influence young people in China to frequently change jobs. This paper uses quantitative research, using a questionnaire format in a non-experimental study. In addition, this paper uses descriptive research to identify the reasons that influence young people in China to frequently change jobs. The data and information collected in the survey are grouped according to different characteristics to obtain different influencing factors for different groups, genders, regions, etc. The target group of the data source of this paper is young people employed in China. Since there is no clear definition of "young employed people", the target group of this study is mainly the generation after the 1990s, that is, the younger generation of China born between 1990 and 1999. However, there was no gender requirement for interviewees, and both male and female interviewees were targeted. This sample objective determined a certain proportion of the sample size for this study and used questionnaires to collect a sufficient number of questionnaires. Questionnaires were collected using the "Questionnaire Star" system. The data entry and processing of the paper version of the questionnaire was mainly done by Excel 2010. The data of the online version of the questionnaire was collated by the Questionnaire Star platform, and the data was collected and collated and analysed using SPSS 26.0 statistical software.

4. Data Analysis

According to the purpose of this paper and the previous research design, in order to understand the employment concept of the Post-90s, a study on the phenomenon of frequent job-hopping among the Post-90s in China is hereby conducted. To explore the influence of enterprise and individual factors on young employees' frequent job changes,

two dimensions of self-identity and organisational identity are selected as explanatory variables, and the tendency to leave the job is selected as an explanatory variable. The combined analysis found that the propensity to leave was significantly and positively correlated with both self-identity and organisational identity dimensions. The correlation coefficients are greater than 0.8.

Through the correlation analysis, it is proved that there is a correlation between self-identity, organisational identity and tendency to leave, but it is not possible to determine the causal relationship between the two variables, therefore, this paper further specifies the direction of the relationship between the variables through the regression analysis, so as to better illustrate the causal relationship between self-identity, organisational identity and tendency to leave of the post-90s employees.

5. Discussions Conclusion and Implication

On the basis of summarising the previous work, this paper divides the reasons affecting the departure of young employees into two dimensions, and through empirical evidence, it is proved that the reasons for the departure of employees under the two dimensions have a significant relationship with the propensity to leave: the propensity to leave is significantly and positively correlated with the two dimensions of self-identity and organisational identity, indicating that the higher the self-identity of the employees and the higher the organisational identity of employees, the higher the propensity to leave for the Post-90s employees in China.

Through empirical analyses, it is found that employee self-identity positively affects the tendency to leave, i.e., the higher the employee self-identity, the stronger the tendency to leave of post-90s employees. According to the literature review, self-identity pays more attention to the employees' concept of employment, their own ability, psychological factors, etc., but not to the emotional connection between people, and emphasises the mutual use between employees and superiors and subordinates in the organisation. Post-90s employees pay great attention to their own feelings, and pay too much attention to the returns and benefits in choosing employment. Post-90s employees grow up in the era of reform and opening up with the economic take-off, and many post-90s employees start to pursue spiritual satisfaction when they have mostly satisfied the material needs such as salary and welfare. As their material needs such as salary and benefits are mostly satisfied, many post-90s employees start to pursue spiritual satisfaction. Therefore, more and more post-90s employees hope to get social satisfaction and equal treatment and respect in the company they belong to.

In addition, this study found that organizational identity has a positive impact on the tendency to leave, that is, the higher the organizational identity, the higher the tendency to leave in the 1990s, and the higher the organizational identity, the higher the tendency to leave after the 1990s. According to the previous literature review, organizational identity is more concerned with the degree of fit between employees and jobs, as well as the gap between corporate recruitment standards and recruitment reality and the gap between recruitment standards and recruitment reality. Organizational identity includes not only the trend of post-90s turnover, but also the gap between the expectations and reality of post-90s

employees. Some post-90s employees will face a huge gap caused by high expectations due to lack of practical experience, insufficient learning ability and insufficient professional knowledge. This phenomenon has exacerbated the trend of these post-90s employees leaving. Therefore, the huge gap caused by high expectations did exacerbate the trend of some employees leaving after the 1990s.

6. Recommendation

On the basis of analyzing previous empirical results and summarizing the impact of self-identity and organizational identity on the turnover intention of employees after the age of 90, this article recommends taking measures to reduce the turnover intention of employees after the age of 90 at the level of self-identity and organizational identity.

6.1. The Government Should Improve the Employment Service System

In the process of choosing employment for post-90s employees, the government should give full play to its macro-control role, adopt active policies and measures, guide and promote college students to form a correct outlook on employment, and at the same time improve the employment service system. Establishing a scientific and practical talent supply and demand information system can truly play a guiding role for college students. First, the labor and social security departments, personnel departments, and education departments should jointly compile information to adapt to relevant information on occupational situations, school majors, planned recruitment numbers, and employment demand numbers. Second, regional information should be improved, the more specific the better. That is, the regional comprehensive employment information is "very useful" to universities. Third, more professional job markets should be opened in the future to strengthen the relevance of student employment. Fourth, the construction of employment information networks needs to be further improved.

6.2. Enterprises Should Pay More Attention to Meeting the Needs of post-90s Employees for Self-realization

Judging from the common characteristics of employees born in the 1990s, they have strong self-esteem. If they are not respected, they would rather risk losing their jobs than tolerate their own value being ignored. This characteristic requires that in addition to providing help and support to post-90s employees in their work, companies also need to strengthen positive interactions with post-90s employees and reach partnerships. They must have an equal mentality and respect the post-90s employees from the bottom of their hearts. Satisfy their self-esteem needs. On the other hand, as employees born in the 1990s, they are good at thinking, willing to innovate, and dare to try. Therefore, they need to be given more opportunities to make decisions at work. As long as they point out the direction and give suggestions, they should be fully trusted with specific matters, let them manage themselves, and give them It provides a stage to showcase talents and expertise, provides opportunities for post-90s employees to continue their studies, and enhances the work-related spirit of post-90s employees.

6.3. Schools Should Strengthen Psychological Quality Counseling for College Students

Those born in the 1990s will be under pressure from all aspects during the employment stage and are prone to psychological problems such as pessimism and lack of confidence. Schools should do a good job in psychological counseling for students while they are in school, add mental health-related content to college students' employment guidance courses, and establish psychological consultation rooms for graduates to visit for consultation. Psychological counseling service personnel must be professionally qualified psychological counselors and psychological teachers who can effectively grasp and guide students' psychological states in life, study and work, solve students' psychological problems, and prevent the occurrence of mental diseases.

6.4. Post-90s Employees Need to Establish a Correct Outlook on Employment

Career selection and planning is a long-term process, and the popularity of employment after the 1990s is inevitable social and economic development. When college graduates face employment challenges, they must adapt to the development of the times, establish correct employment concepts, and break the traditional employment concepts. Therefore, job seekers born in the 1990s should fully understand the trend of employment popularity, adjust their employment ideals and value orientations, lower their expectations, and expand their employment scope. They should adjust their employment ideals and value orientations, lower their expectations, expand their employment scope, and establish the concept of large-scale employment.

7. Conclusion

The results of the correlation analysis show that the self-identity and organizational identity of the post-90s are significantly positively correlated with the propensity to leave, indicating that the higher the self-identity of the post-90s, the higher they feel that they are more capable, and that they want to have a better job, which will increase their propensity to leave. In terms of the nature of the enterprise, post-1990s employees in non-state-owned enterprises have a higher propensity to leave than post-1990s employees in state-owned enterprises.

The findings indicate that the gap between corporate promises and reality has an impact on the turnover of young job seekers. Organizational identity also includes the promises made by employers to employees during the pre-employment period, and the gap between corporate promises and work reality will also increase the tendency of young employees to leave the company. On the other hand, the employment prospects of young workers are also one of the reasons why young workers often change jobs. Young employees are more concerned about realizing self-worth at work and pursuing spiritual satisfaction. More and more young employees have a realistic sense of work and fictional work that is inconsistent with the decisive choice of resignation. Therefore, young workers should establish a popular employment concept, pay close attention to changes in the employment situation, and adjust their knowledge structure and quality structure to better find their ideal job.

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