Research on the Influence of New Generation Employees' Work Values on Employee Voice Behavior

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Abstract. Based on the social exchange theory, this paper studies the relationship between the new generation of employees' work values and their voice behavior. Organizational commitment plays an intermediary role in the new generation of employees' work values and their voice behavior, that is, the new generation of employees' work values can influence their voice behavior through the internal transmission of organizational commitment.

Keywords: work values; voice behavior; organizational commitment.

1. Introduction

Nowadays, the new generation of employees has gradually become the main force for the survival and development of the organization. Their novel work ideas and unique work values are integrated into and infiltrated into the organization to form new organizational ideas and culture. As the most important resource and the most critical practitioner in the organization, the value of employees is far from their own labor force, and the rationalized employee voice behavior can provide new ideas and ideas for the organization. The new generation of employees is influenced by different work values, and they have different preferences. They tend to be more self-motivated, challenging, self-expressive and innovation-oriented, and put forward constructive suggestions of the organization. At present, scholars have formed the dimensions of the new generation of employees' work values by four factors: self-emotion, material environment, interpersonal relationship and innovative characteristics [1]. Therefore, for the new generation of employees' work values, it is particularly important to guide their work values in a targeted way and formulate effective human resource management policies. Luan zhenzeng, Yang dongtao and zhan xiaohui (2017) examined the intergenerational differences in work values and the moderating effect of generation on the relationship between work values and voice behavior from the perspective of generation [2].Therefore, by correctly guiding the new generation of employees' work values and creating more work environment and development space related to their work values, we can encourage them to provide constructive Suggestions for the organization and effectively manage their work values. Many scholars believe that work values will have an impact on organizational commitment, that is, work values will have a positive impact on organizational commitment. At the same time, organizational commitment is an important antecedent variable of employee voice behavior [3]. As a challenging organizational citizenship behavior, voice behavior also takes certain risks and obstacles. Self-protection motivation will prompt employees to choose silence to avoid adverse personal consequences and habitually regard voice behavior as dangerous and inappropriate behavior in work [4].It can be seen that in order to let employees actively voice behavior, the organizational commitment of employees should be improved and their concerns about voice behavior risk should be eliminated as far as possible.

This paper focus on the new generation of employees in the workplace advice, closely related to the characteristics of the research group, and individual work values are about work behavior, and judging on the value of the work environment in a certain result, internal ideological system is a kind of influence behavior, this study concluded that the new generation employees work values can have the effect of inner effect on advice behavior, and explore the mediating role of organizational commitment.

2. The New Generation of Employees Work Values and Voice Behavior

Based on literature review, the work values of the new generation of employees refer to the cognition of working principles, ethics and beliefs of the workers born after 1980s and 1990s, which are the work-related standards adopted by the new generation of employees in distinguishing right from wrong and determining preferences [1].This study intends to use hou xuanfang, li yanping and tu idong [5] to develop the scale of work values of the new generation of Chinese employees from five dimensions including utilitarian orientation, internal preference, interpersonal harmony, innovation orientation and long-term development to measure the work values of the new generation of Chinese employees, which is more consistent with the theoretical situation of this study. Voice behavior refers to employees' expression of work-related information, opinions and ideas. Different from complaints and criticism, voice behavior is an active, challenging and transformation-oriented organizational citizenship behavior.

Previous studies have suggested that work values can affect employees' work intention or goal, thus affecting their efforts level and work behavior, and also affect work performance with job satisfaction as the intermediary. However, there are few studies on the impact on the new generation's work values of the voice behavior of employees, or only a preliminary study on the impact of the relationship between work values and voice behavior. Due to the situational characteristics of work values, the new generation of employees born in the later period of reform and opening up and deeply affected by the globalization economy and Internet era present unique and multi-dimensional work values, such as paying attention to the return of interests and internal preferences, emphasizing equality, justice and long-term development. The concept of voice behavior was first proposed by Hirsman and defined as various attempts and efforts made by employees to change the unsatisfied organizational status quo. Voice behavior refers to the reasonable Suggestions and innovative challenges expressed in order to improve the organization's work process. For example, both change-oriented Suggestions and constructive communication aimed at improving the status quo are voice behavior. However, the new generation's voice behavior in organizations is not so smooth. The new generation of employees is often the leaders born in the 1950s, 1960s and 1970s, who are greatly different from the new generation in terms of values, personality and work style. The differences between generations lead to continuous conflicts and misunderstandings. The new generation of employees is even labeled as problem employees. The lack of voice behavior environment often makes them choose to remain silent, or even leave their jobs suddenly, causing huge losses to enterprises. Based on this, this study believes that the new generation of employees' work values will have an impact on employee voice behavior.

3. Mediating Role of Organizational Commitment

Based on the previous literature review, this study defines organizational commitment as the degree of reflecting individual identity, loyalty to the organization, and willingness to make continuous contributions to the development of the organization. Employees with higher organizational commitment tend to form higher emotional dependence on the organization and have a high degree of sense of identity and belonging. Eisenberger et al. developed a scale of 6 items, such as "the company will help me do my job better" [6].

Some studies believe that employees with positive work value can bring greater benefits of the organization, and such benefits are based on the commitment to the organization brought by employees' positive work values, which indirectly indicates that there is a close relationship between work values and organizational commitment. Meyer and Allen proposed as early as 1991 that organizational commitment is a multidimensional concept consisting of emotional commitment, continuous commitment and normative commitment [7]. Studies of different scholars on different groups show that there is a correlation between work values and organizational commitment, and work values will affect organizational commitment level to some extent. In addition, organizational commitment is an important antecedent variable of employee voice behavior. Employees with high commitment are more motivated to care about the organization and conduct voice behavior for the

organization, while employees with low organizational commitment and low satisfaction will be reluctant to conduct voice behavior and keep silent. This is because employees with high organizational commitment often tend to define their job roles in a broader perspective, thus increasing the motivation to display organizational citizenship behavior. Among the three kinds of organizational commitment, affective commitment has the strongest correlation between organizational citizenship behavior, that is, the higher the level of affective commitment, the more extra-role behaviors there will be, and the voice behavior of employees with high organizational commitment is just an important extra-role behavior to repay the organization. Therefore, this study believes that there is a correlation between the new generation of employees' work values, organizational commitment and employee voice behavior, that is, organizational commitment plays an intermediary role between the new generation of employees' work values and employee voice behavior.

4. Summary

This paper draws the following conclusions: this study finds that the new generation of employees' work values have a significant impact on employee voice behavior, and organizational commitment plays an intermediary role between the new generation of employees' work values and employee voice behavior. The intrinsic motivation, utilitarian orientation and innovation orientation of the new generation of employees' work values all have significant positive influence on their voice behavior, and the significance of innovation orientation on voice behavior is significantly higher than that of intrinsic motivation and utilitarian orientation on their voice behavior.

Management lies in: enterprise managers need to change thinking mode, the perspective-taking, try to avoid from the top down instruction type management, should adopt the mode of "demand management", creating tailored for different generation group management mode, to provide more autonomy and capacity after 90 promotion, arouse the enthusiasm of employees, activate the individual; Secondly, the voice behavior of employees should be viewed correctly. Voice behavior has become an effective tool to improve team workflow and management decision-making efficiency. Managers should realize the demands of the new generation of employees' work values, improve their voice behavior ability and provide voice behavior opportunities in the premise of satisfaction, so as to achieve the common development of enterprises and employees.

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