

# The Impact of Employee Engagement on the New Generation of Employees' Turnover Tendency Based on the Research of Organizational Identity and Abusive Management

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## ABSTRACT

Taking new generation employees as the research object and the social identity theory and social exchange theory as the basis, SPSS22.0 is used to explore the mechanism of action of employee engagement on turnover intention, and the intermediary role of organizational identification is also discussed in the influence mechanism of employee engagement and turnover intention. According to the results, there is significantly negative correlation between the new generation of employee engagement and turnover intention. This paper provides a new theoretical perspective for studying the turnover tendency of the new generation of employees. Theoretically, it enriches the research on the role of the antineutic mechanism of dimission intention, and provides a good enlightenment for the new generation of employees to quit office in practice.

*Keywords: employee engagement, organization identifies, abusive management, turnover intention*

## I. INTRODUCTION

Most of the new generation of people who have grown up with China's reform and opening up have entered the workplace and have become the main force in China's human capital. The new generation of employees is individuals born between 1977 and 1994, including college students who are looking for a job [1]. They are "the generation after 80s" and "the generation after 90s" who have unique personalities and love freedom, but lack the spirit of unity and stress resistance.[2] Under the background of Chinese culture, affected by education, work environment, and family relationships, the new generation of employees has better social resources and a wide range of employment opportunities, and is eager to realize self-worth at work and obtain social recognition [3]. It shows that there is a significant difference between the new generation of employees and the older generation of employees in the formation mechanism of turnover tendency, and their personality characteristics often collide with the management style of existing enterprises to create new contradictions and management problems. For example, the organization currently faces embarrassing situations such as insufficient dedication, low loyalty, frequent job-hopping, and employee "flick", job burnout, and job deviation behaviors [4] [5]. The negative emotions of the new generation of employees, such as negative emotions and turnover tendencies, have increased [6], resulting in the increase in the replacement cost of

organizational personnel and the waste of human capital investment in enterprise recruitment, selection, and training. Therefore, the formation mechanism of the new generation of employees' turnover intention needs to be discussed in depth [7].

According to the theory of self-determination, with the increase of employees' work investment, the intrinsic motivation of the new generation of employees' turnover tendency will be weakened, and the self-determination tendency of employees will guide the new generation of employees to work harder for the organization [8]. This article starts from the perspective of the new generation of employee engagement, which is different from the previous discussion of employee engagement from a single perspective. It chooses three dimensions: full of vitality, high attention, and willingness to contribute, and explores the difference in the impact of the three-dimensional degree of employee engagement on turnover intention. It enriches the antecedent mechanism of the turnover tendency of the new generation of employees in China.

As a special factor of production, the new generation of employees, compared with the older generation of employees, hope to obtain the respect and recognition of leaders, and pay more attention to the emotional connection and belonging of individuals and organizations. Under the background of Chinese corporate culture, the relationship between employees

and leaders and colleagues is the main influencing factor leading to employee turnover [9]. When the new generation of employees realizes that they are not recognized by the leader, there's a sense of being an outsider, it will show negative behaviors and attitudes at work, leading to the idea of finding new belonging. Employees with a strong sense of organizational identity will regard themselves as part of the organization and pay attention to handling relationships with people around them. Employees with good relationships with colleagues and supervisors are more likely to be accepted by the organization, which in turn affects employees' self-categorization" [10]. In view of this, this article is based on the theory of social identity and social exchange. I have made a survey of 206 new generation employees covering a variety of industries, and I studied the relationship between employee engagement and turnover intention in the new generation. In-depth research on the path of the influence of employee turnover intentions has expanded the research boundary of the antecedent mechanism of employee turnover intentions academically, and has also given new enlightenment for effectively preventing sudden job-hopping behaviors of the new generation.

## **II. LITERATURE REVIEW AND RESEARCH HYPOTHESIS**

### *A. Dedication and turnover intention of the new generation of employees*

The latest survey of IPSOS [11] on employee engagement in 2016 shows that the engagement rate of Chinese employees is 10%, which is still lower than the world average of 13%. In the study of employee engagement, Schaufeli & Salanova et al. (2002) divided employee engagement into three dimensions: full of vitality, willingness to contribute, and high concentration, and defined engagement as a work-related, positive, and satisfying state of consciousness. Energetic means strong willingness to work, full of energy at work, and able to persist in completing work in the face of difficulties; Dedication means passion, inspiration, pride, willingness to face challenges, and willingness to contribute one's wisdom; High concentration refers to being so absorbed in one's work that it is difficult to separate from it [12]. Engagement is manifested in the employee's work commitment, enthusiasm, job satisfaction, etc. It reflects the full commitment of the employee's hands, brain and mind [13], which has a very direct effect on the employee's work process and results [14].

The last stage before the resignation behavior is the generation of resignation tendency. The resignation tendency is the evaluation of the current work status of

employees through self-value judgment, and a psychological state of self-facing resignation, which has an important predictive effect on the resignation behavior [15]. Resignation tendency should include four aspects: 1) dissatisfaction with the job, 2) resignation thought, 3) looking for other job tendencies, 4) possibility of finding other jobs, and it is the sum of these four aspects [16].

The research on the pre-dependent variables of turnover intention also shows the characteristics of multiple perspectives and diversification [17]. Some people make research from the job satisfaction [18] and job burnout [19], occupational adaptability [20], job matching [21], and other career development perspectives, but also some people from the organizational perspective, with organizational commitment [22], organizational identity [23] as the research focus. Hewitt Consulting Company proposes that the three dimensions of promotion, retention and dedication reflect employee engagement. Retention refers to whether employees want to work in the company for a long time, not as a temporary transition. In the research on the outcome variables of engagement, Saks AM (2006) first proposed that engagement is negatively related to turnover intention [24]. Lin Luanzhu (2016) summarized from the study of the effect of work-family conflict on turnover intention: organizational engagement and work engagement have a significant negative impact on turnover intention [25]. This article believes that the new generation of employees who are dedicated to work and are willing to make efforts to obtain high performance will significantly reduce their tendency to leave. On the contrary, the new generation of employees shows laziness in work, backward ideas, lack of innovation in work methods, and a negative attitude towards work, and employees have a higher tendency to leave. This shows that the engagement of the new generation of employees is closely related to their turnover intention. This leads to:

- H1: Employee engagement is negatively related to turnover intention
- H2: Energetic is negatively correlated with turnover intention
- H3: Dedication is negatively correlated with turnover intention
- H4: High attention is negatively correlated with turnover intention

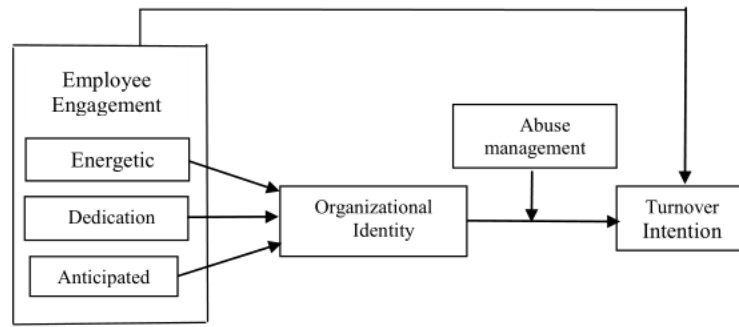


Fig. 1. Research model of employee engagement and turnover intention in the new generation.

*B. The new generation of employee engagement and organizational identity*

Organizational identity is developed from the theory of social identity. It is the psychological connection between employees and the organization. Employees with high organizational identity have consistent psychological perceptions with the organization, showing their identity with the values and goals of the organization, and the identity of the members of the organization. It has a high degree of emotional belonging to the organization, and this psychological connection has a certain mechanism of action, which can predict the work attitude and behavior of employees [27]. This article believes that in the long-term work, employees obtain a sense of accomplishment from the organization and a sense of belonging to the organization, highly recognize the organization's mission, values and goals, and incorporate organizational benefits into the blueprint of self-development.

According to the theory of social identity, employees with a high sense of organizational identity will establish a psychological bond of "sharing together" with the organization, recognize the organization's values and work goals, be willing to devote more time and energy to work, and be able to adapt to the complex working environment and intense In the competitive environment, dare to challenge various setbacks and difficulties encountered in the work [28]. As the organization continues to grow and grow, employees will find self-success from the success of the organization, gain a sense of accomplishment, but also deepen their self-belonging, and further enhance their sense of identity with the organization, showing positive optimism, energetic, and high investment, etc.[25]. Zhao Shuming (2018) elaborated on the principle of balance and reciprocity in the context of Chinese culture that employees with high organizational identity tend to think from the perspective of the organization in order to reward the organization. They will devote more time and energy to the work, thus completing the exchange process with

the organization.[11]. According to the theory of social exchange, after employees contribute to the organization, based on the principle of balance and mutual benefit, the organization will pay attention to employees' contributions, reward employees for work in a timely manner, and establish a relationship of mutual trust between employees and the organization, thus further sublimating employees' organizational identity and improving Employee engagement.

- H5: Employee engagement is positively related to organizational identity
- H6: Energetic is positively related to organizational identity
- H7: Dedication is positively related to organizational identity
- H8: High attention is positively correlated with organizational identity.

*C. Research on the relationship between organizational identity and turnover tendency*

The research on the pre-dependent variables of turnover intention has transitioned from the perspectives of the earliest employee characteristics and external environment to the perspectives of employee psychological processes and organizational relationships. Zhang Shuhua (2016) combed the research on organizational identity and turnover intention at home and abroad and found that turnover intention is the deviation tendency of the psychological connection between the organization and employees, and has a significant correlation with organizational identity. In the research on the relationship between turnover intention and organizational identity, the differences in cultural background and industry [29], there are differences in the strength of the relationship between organizational identity and turnover intention. The selection of the organizational identity and turnover intention scale is different in the measurement tool. However, this article is based on the Chinese cultural background. On behalf of employees as the research object, through the research of diversified

industries, the relationship between organizational identification and turnover intention is deeply discussed. In terms of scale selection, the organization identification adopts the "Mael Organization Identification Scale" which is generally recognized in China and has high reliability and validity. The turnover intention scale adopts the scale revised by the domestic scholar Liang Kaiguang, which is widely used in China, and It has good reliability and validity.

Employees in the organization do not perceive leadership care, cannot agree with organizational values, and fail to obtain sustainable development guarantees are important reasons for the tendency to leave. With the improvement of employees' organizational identity, the degree of dependence on the organization will increase, and the willingness to leave will decrease [31]. Employees with a high level of organizational identity have a strong sense of belonging to the organization, integrate themselves with the organization, and then show a lower tendency to leave. The results verify that organizational identity significantly reduces the tendency of employees to leave [32].

- H9: Organizational identity is significantly negatively correlated with turnover intention.

#### *D. Research on the mediating role of organizational identity*

When the employee's perception and the organization have a high degree of fit, they will gradually establish their identity with the organization, work more attentively, and dedicate themselves to work [21], which promotes the substantial improvement of their work status and work performance, thereby reducing employees' turnover tendency. Liu Yumin (2016) analyzed the mediating role of organizational identity in the relationship between organizational support and turnover intention, and believed that the organizational identity of dispatched employees to the employer is not only a bridge to realize the transition from apparent organizational support to internal behavior, but also affects their turnover.[33]. When employees feel the high level of organizational support from the employer, they will continue to strengthen their own concept of identity attributable to the employer, and then through self-continuation, self-reinforcement, and self-discrimination to establish organizational identity with the employer, and this sense of identity has a negative impact on maintaining the stability of employees' employment and reducing turnover intentions. Employees with high organizational identity have a higher sense of belonging to the organization, which will stimulate employees' internal work motivation, drive employees to work hard for organizational goals, and enhance employee engagement [27]. With the increase in the degree of identification with the organization, employees are

more willing to retain their identity as members of the organization, and think and act from the perspective of the overall interests of the organization, avoiding the tendency of leaving the organization that is not conducive to the organization.

- H10: Organizational identity plays a mediating role in the relationship between employee engagement and turnover intention
- H11: Organizational identity plays a mediating role in the relationship between employees' vitality and turnover intention
- H12: Organizational identity plays a mediating role in the relationship between employee energetic and turnover intention
- H13: Organizational identity plays a mediating role in the relationship between employee willingness to contribute and turnover intention.

#### *E. Research on the regulatory effect of abusive management*

The new generation of employees likes new jobs and meets new challenges. It is a special production factor. Compared with the older generation of employees, they pay more attention to the emotional connection and sense of belonging between individuals and the organization, and pay more attention to the realization of their own self-worth in the organization. According to the social identity theory, employees establish self-identity in an organization based on four psychological motivations: improving self-esteem, improving cognitive security, satisfying a sense of belonging, and finding meaning in existence. The socialization process of employees in the organization is closely related to the support of colleagues and supervisors, and poor handling can lead to turnover tendencies [34]. Abusive management is the main source of psychological pain [40], which reduces the self-esteem [36] and cognitive security of knowledge workers [37], and reduces the employee's sense of belonging [38] and self-worth in the organization. If you are in the shadow of abuse for a long time, it is difficult to allocate more psychological resources to maintain the behaviors that are beneficial to the organization [41], which will hinder the satisfaction of the basic psychological motivation required by employees in the process of organizational identification, thereby reducing the Organizational identification of employees [39]. Compared with the older generation, the new generation of employees has high mobility perception. When the new generation of employees has a higher identity with the organization they belong to, their awareness of the organization's emotional attachment and the overall awareness of the association between the individual and the organization will increase. Once employees perceive abusive management, they will have a sense of psychological separation from the organization, and then adopt

evasive coping strategies, which ultimately manifest itself as the increase in willingness to leave [42].

- H14: In the mediating mechanism of organizational identity on employee engagement and turnover intention, abuse management plays a mediating role.

### III. RESEARCH DESIGN

#### A. Selection of scale

The scales used in this study are all mature scales from top domestic and foreign journals. These scales have high reliability and validity, and have been widely used in the Chinese context.

1) *Employee engagement metrics*: Schaufeli et al. designed the "utrecht engagement measurement scale" and divided the engagement into three dimensions: full of vitality, dedication, and high concentration, which can be measured at the same time. It is the most cited scale in China [12]. The domestic scholar, Zhang Yiwen (2005) translated and revised the scale under the Chinese cultural background, and obtained good reliability and validity through confirmatory factor analysis. The scale is the most widely used in domestic academic research on employee engagement Measuring tool [43]. Representative items include "I am proud of the work I am doing", "I feel that I burst out of energy at work" and so on. The scale is measured according to the Likert five-point scale. The reliability test results show that the overall reliability coefficient  $\alpha$  of employee engagement is 0.922, the energetic reliability coefficient  $\alpha$  is 0.850, the high attention reliability coefficient  $\alpha$  is 0.817, and the willingness to contribute reliability coefficient  $\alpha$  is 0.818, all of which pass the reliability test.

2) *Organizational identification scale*: Organizational identification is measured by Male's [44] 6-item scale and Likert's five-point measurement method. Representative test items such as "When someone accuses my company, I feel like I am accusing myself". "When someone compliments my company, it feels like complimenting me." The reliability measurement coefficient  $\alpha$  of the scale is 0.876. The scale well expresses employees' perceptions and ideas about the organization, and successfully measures the impact of organizational evaluation on employees.

3) *Abuse management scale*: Abusive management adopts a 5-item scale compiled by Tepper [45]. The representative measurement items are "My boss belittles his subordinates in front of others", "My boss said the subordinates' innovative ideas are unreasonable." I adopt five-point measurement method.

The measurement reliability coefficient  $\alpha$  of the scale is 0.901, which passes the reliability test.

4) *Turnover intention scale*: Turnover intention uses the 3-item scale revised by Liang Kaiguang, which is the most cited scale in the field of turnover intention research in China [46]. The measurement items are "I want to leave my current unit", "I am likely to find a new job next year", "Recently, I often want to change jobs", using the Likert five-point measurement method. The measurement reliability coefficient  $\alpha$  of the scale is 0.816, which passes the reliability test.

#### B. Survey design

1) *Employee engagement metrics*: Taking into account the overall differences in the level of economic development and the flow of talents in different regions, the formal questionnaire survey was mainly carried out in many enterprises in Shandong Province, including state-owned enterprises, private enterprises, foreign-invested/joint ventures, government institutions, etc. Generally, employees who are under the age of 40 are selected as the research object, as a standard to measure whether they are the new generation of employees. I contacted the head of the human resources department of various companies through personal relationships such as classmates and friends, and coded the questionnaires, and then sent them by mail or on-site distribution. The questionnaires were issued twice, with 307 copies for the first time, only investigating control variables, engagement, organizational identification, and abuse management. Four months later, the second questionnaire was issued and matched with the first questionnaire. The second questionnaire was issued according to the code to measure the turnover tendency and delete the questionnaires that did not match the corresponding employees. In the end, 252 questionnaires were actually returned. Excluding those over the age of 40 and filling out unqualified questionnaires, there were 206 valid questionnaires with an effective recovery rate of 81.7%. There were 38 items in the scale, and the ratio to the total number of samples was 1:6. It meets the requirement that the ratio of the number of items to the sample number required for regression analysis is greater than 1:5 and less than 1:10.

### IV. STATISTICAL ANALYSIS

In this study, SPSS22.0 and AMOS17.0 software were used to perform statistical analysis on the data. On the basis of testing data reliability and validity, homology error and multicollinearity, the hypothesis and theoretical model were verified by the hierarchical regression method.

**A. Homology variance test**

According to the recommendations of Podsakoff et al., the homologous variance was tested by Harman single factor analysis. Since the data sources of the questionnaire are all filled out by the same subject, in order to avoid the existence of homology bias, in the design of the questionnaire, the questions are staggered and separated to avoid the tester from linking them together. In order to better verify the influence of the independent variable on the dependent variable, the measurement is carried out in time periods with a time interval of 4 months. A factor analysis of all items was performed, and a total of 6 factors were resolved, which were in line with the 6 variables studied in this article. The covariate explained by all factors was 63.93%, and the covariate explained by the first factor without rotation was 35.55%. The first factor is not in the majority, indicating that the problem of homology deviation is not big.

**B. Correlation and reliability analysis**

From "Table I" we can know the mean, standard deviation and reliability coefficient of each variable. From the mean in the table, the highest score is organizational identification (M=3.78), this indicates

that most employees have relatively high recognition degree for the organization they are currently engaged in. As shown in "TABLE I", turnover intention is negatively correlated with employee engagement ( $r=-0.465, p<0.01$ ). Turnover intention is negatively correlated with organizational identity ( $r=-0.472, p<0.01$ ). Turnover tendency is negatively correlated with full of vitality ( $r=-0.436, p<0.01$ ). Turnover tendency is negatively correlated with high attention ( $r=-0.386, p < 0.01$ ). Turnover tendency is negatively correlated with willingness to give ( $r=-0.421, p<0.01$ ). H1, H2, H3, and H4 were initially certified. Organizational identity is significantly positively correlated with employee engagement ( $r=0.714, p<0.01$ ), and organizational identity is significantly positively correlated with vigor ( $r=0.650, p<0.01$ ). Organizational identification and high attention ( $r=0.595, p < 0.01$ ) are significantly positively correlated. Organizational identity and willingness to contribute ( $r=0.669, p<0.01$ ) are significantly positively correlated. H5, H6, H7, H8 are verified. The reliability test coefficient of the scale is ideal, and the Cronbach coefficient  $\alpha$  is greater than 0.8, which meets the minimum requirement of 0.7 in management statistics.

TABLE I. CORRELATION AND RELIABILITY ANALYSIS

Variable	Mean	Standard deviation	1	2	3	4	5	6	7
Employee engagement	3.53	0.7	0.922						
Organizational identity	3.78	0.74	0.714**	0.876					
Abuse management	2.88	0.98	-0.700	-0.138	0.901				
Turnover intention	2.54	0.93	-0.465**	-0.472**	0.238**	0.816			
Energetic	3.55	0.76	0.744**	0.650**	-0.320	-0.436**	0.850		
Anticipated	3.39	0.77	0.787**	0.595**	0.220	-0.386**	0.817**	0.817	
Dedication	3.65	0.81	0.747**	0.669**	-0.176*	-0.421**	0.699**	0.575**	0.818

**C. Confirmatory factor analysis**

This study uses AMOS 17.0 to perform confirmatory factor analysis (CFA) on the variables to be studied to test the validity of the distinction between employee engagement, organizational identity, abuse management and turnover intention. As shown in "Table II", the single factor model fits best, where

$\chi^2/DF=1.444 < 2.5$ ,  $RMSEA=0.060 < 0.08$ , CFI, GFI, IFI, TLI are all greater than 0.9, and its goodness of fit is significantly greater than other models. Therefore, this article uses a single factor model for research.

The confirmatory factor analysis results of the discriminative validity of each variable (N=206)

TABLE II. THE CONFIRMATORY FACTOR ANALYSIS RESULTS OF THE DISCRIMINATIVE VALIDITY

Model	X <sup>2</sup>	Df	X <sup>2</sup> /df	Cfi	Gfi	Ifi	Tli	Rmse
Single factor model	561	389	1.444	0.912	0.910	0.914	0.901	0.060
Two-factor model	668	403	1.658	0.864	0.831	0.866	0.853	0.073
Three-factor model	748	404	1.852	0.824	0.814	0.827	0.810	0.083
Four-factor model	750	405	1.853	0.823	0.812	0.826	0.810	0.083

**V. HYPOTHESIS TESTING**

In terms of hypothesis testing, this study uses SPSS22.0 software to perform hierarchical regression to test the research hypothesis.

**A. Employee engagement and turnover intention: the mediating role of organizational identity**

As shown in "Table III", in order to verify whether employee engagement is significantly related to turnover intention, first, set the variable turnover intention as the dependent variable, and then add the

control variables (gender, age, monthly income, marriage, education, working years, nature of the company), such as M1 (model 1). The independent variable employee engagement is added to M1 to form M2. The results of the hierarchical regression are shown in "Table III". According to M2 (model 2), employee engagement is significantly negatively correlated with turnover intention ( $\beta=-0.459$ ,  $p<0.001$ ). Thus, H1 is verified. Putting the intermediary variable organizational identity into Model 3, the hierarchical regression results showed that organizational identity

and turnover intention ( $\beta=-0.461$ ,  $p < 0.001$ ) were significantly negatively correlated, and H9 was verified. Putting the independent variable employee engagement and the intermediary variable organizational identification into Model 4, the hierarchical regression results show that employee engagement and turnover intention ( $\beta=-0.236$ ,  $p<0.05$ ) are still significantly negatively correlated, indicating that organizational identification is in employee engagement Part of the intermediary role in the relationship with turnover intention, H10 has been verified.

TABLE III. OUTCOME VARIABLE: TURNOVER INTENTION

	M1	M2	M3	M4
Control variable				
Gender	-0.115	-0.078	-0.097	-0.084
Age	0.17	0.179	0.16	0.168
Monthly income	-0.342	-0.266	-0.308	-0.28
Marriage	-0.136	-0.308	-0.209	-0.273
Education	-0.035	0.006	-0.013	0.018
Working years	-0.002	0.241	0.141	0.218
Enterprise nature	0.077	0.141	0.123	0.14
Independent variable				
Employee engagement		-0.459***		-0.236*
Intermediary variables				
Organizational identification			-0.461***	-0.305**
R square	0.133	0.316	0.337	0.362
F	6.694***	6.694***	7.373***	7.248***
$\Delta$ R square	0.081	0.269	0.291	0.312

*B. Employees are full of vitality, high attention, willingness to contribute and turnover tendency: the mediating role of organizational identity*

As shown in "Table IV", model 5, model 6, and model 7 are obtained by adding independent variables full of vitality, high attention, and willingness to contribute to model 1. As shown in "Table IV", the regression coefficient  $\beta$  of independent variable full of vitality, high attention, willingness to dedication and dependent variable turnover tendency are -0.413, -0.352, -0.448, and the p value is less than 0.001, indicating that the employees are full of vitality and height. Attention, willingness to contribute and turnover intention are all significantly negatively correlated, so H2, H3, and H4 have been verified. On the basis of Model 5, Model 6, and Model 7, the intermediary variable organizational identity is added to obtain Model 8, Model 9, and Model 10. The hierarchical regression results show that the dynamic regression coefficient  $\beta$  in Model 8 is -0.184, and the p value is less than 0.05, indicating that organizational identity plays a part of the mediating role in the relationship between the vitality of employees and turnover intention. H11 has been verified. The highly concerned regression coefficient  $\beta$  in Model 9 is -0.11, and the p value is  $>0.05$ , indicating that organizational identity

plays a completely intermediary role in the relationship between employee vigor and turnover intention, and H12 has been verified. The regression coefficient  $\beta$  of willingness to contribute in Model 10 is -0.234, and the p value is less than 0.05, indicating that organizational identity plays a part of the mediating role in the relationship between employees' vitality and turnover intention. H13 has been verified.

TABLE IV. OUTCOME VARIABLE: TURNOVER INTENTION

	M1	M5	M6	M7	M3	M8	M9	M10
Control variable								
Gender	-0.115	-0.099	-0.093	-0.062	-0.097	-0.094	-0.092	-0.075
Age	0.17	0.183	0.183	0.165	0.16	0.168	0.165	0.161
Monthly income	-0.342	-0.275	-0.301	-0.269	-0.308	-0.286	-0.3	-0.281
Marriage	-0.136	-0.271	-0.195	-0.362	-0.209	-0.252	-0.218	-0.304
Education	-0.035	-0.01	-0.007	-0.007	-0.013	0.013	0.021	0.012
Working years	-0.002	0.182	0.166	0.224	0.141	0.188	0.175	0.213
Working years	0.077	0.115	0.127	0.142	0.123	0.129	0.133	0.142
Independent variable								
Vigorous		-0.413***				-0.184*		
Pay close attention to			-0.352***				-0.11	
Willing to give				-0.448***				-0.234*
Intermediary variables								
Organizational identification					-0.461***	-0.349*	-0.403**	-0.313**
R square	0.133	0.285	0.238	0.311	0.337	0.355	0.344	0.365
F	6.694***	5.766***	4.526***	6.544***	7.373***	7.703***	6.704***	7.366***
△R square	0.081	0.238	0.185	0.264	0.291	0.305	0.293	0.315

C. Organizational identification and turnover tendency: the moderating role of abuse management

As shown in "Table V", on the basis of Model 3, model 11 is obtained by adding moderating variables to abuse management. In order to eliminate the problem of collinearity, this study standardized the scores of variable organization identification and abuse management. On the basis of Model 11, model 12 is obtained by adding the product term of organizational identification and abuse management. From Model 12,

it is concluded that abuse management has a significant positive regulatory effect on the relationship between organizational identification and turnover intention ( $\beta = 0.133, P < 0.05$ ). In a company, if there is a high level of abuse management, the negative correlation between employee's organizational identity and turnover intention will be reduced, indicating that abuse management significantly reduces the negative effect of organizational identification on turnover intention. Therefore, H14 is verified.

TABLE V. OUTCOME VARIABLE: TURNOVER INTENTION

	M1	M3	M11	M12
Control variable				
Gender	-0.115	-0.097	-0.082	-0.097
Age	0.170	0.160	0.900	0.070
Monthly income	-0.342	-0.308	-0.260	-0.231
Marriage	-0.136	-0.209	-0.300	-0.305
Education	-0.035	-0.013	0.002	-0.004
Working years	-0.002	0.141	0.137	0.119
Enterprise nature	0.077	0.123	0.094	0.094
Intermediary variables				
Organizational identification		-0.461***	-0.417***	-0.409***
Moderator				
Abusive management			0.265**	0.233**
Organizational identification* abusive management				0.133*
R square	0.133	0.337	0.392	0.408
F	6.694***	7.373***	8.256***	7.874***
△R square	0.081	0.291	0.345	0.356

VI. CONCLUSION

A. Research conclusion

First of all, through the investigation and research of the new generation of employees in many enterprises in Shandong, the empirical analysis results show that the explanation rate of the new generation of employee engagement to turnover intention reached 45.9%, indicating that employee engagement has a strong

predictive effect on turnover intention. It further proof that employee engagement is an important antecedent variable of turnover intention. In addition, from the perspective of different dimensions, the three dimensions of employee engagement and turnover intention all show a significant negative correlation, but there is a significant difference in the strength of the relationship between the three-dimensional degree and turnover intention. Among them, the new generation of



employees' willingness to contribute can best explain the employee's the issue of turnover intention, and the new generation of employees' high attention to the company is weaker than the explanation of turnover intention in the other two dimensions. After selecting the new generation of employees as a special research object and different from the previous single perspective of employee engagement and turnover intention, this research has enriched and improved the mechanism of employee engagement on turnover intention. (See "Fig. 2")



Fig. 2. Moderating effect.

Secondly, from the perspective of corporate organization, this research examines the intermediary effect of organizational identity in the mechanism of engagement and turnover intention of the new generation of employees, and expands the theoretical perspective of the research on the relationship between employee engagement and turnover intention. As the "post-80s" and "post-90s" have become the main force in the workplace, these new generations of employees have formed values and behaviors that are very different from the older generations due to the differences in their growth environment and family background, bringing new organizational management. Challenge [47], through the discussion of the intermediary effect of the organization's perception, further expands the boundary conditions and situational dilemmas of the pre-dependent variables of turnover intention, and provides theoretical basis and management enlightenment for the organization's human resource management.

Finally, the results of the study found that for the new generation of employees, abuse management played a moderating effect in the mediating role of organizational identity. The new generation of employees is a special factor of production. Compared with ordinary employees, they have a high mobility perception, and they hope to Obtain the respect and recognition of leaders, abuse management reduces the sense of belonging and self-worth of the new generation of employees in the organization. If employees are in the shadow of abuse and abuse for a long time, they will have a sense of psychological separation from the organization, and it is difficult to allocate more

psychological resources to maintain their behaviors that are beneficial to the organization, and then adopt evasive coping strategies, which ultimately manifests as their willingness to leave[42]. The research expands the related research results, provides a new interpretation path for the new generation of employees' turnover intention, and has certain practical significance.

*B. Management inspiration*

First of all, from the perspective of employee engagement, shaping a people-oriented corporate culture is the foundation and guarantee for an organization to improve employee engagement. Building an organizational culture based on knowledge and ability, increase employees' free time to spend, so as to relieve employees' time pressure and help employees acquire knowledge and capabilities. Second, we should attach importance to the relationship building between the new generation of employees. By constructing humanized rules and regulations and a collaborative work organization system, it can build a communication platform for employees, hold regular exchange activities and knowledge contests, and provide employees with more Guiding opinions are conducive to improving the engagement of the new generation of employees. Secondly, from an organizational point of view, we should establish a value concept with emotional communication as the core, with the goal of building a good and fair working atmosphere and humanistic environment. Continuously strengthen the organizational mission and vision that are consistent with employee values, keep abreast of the psychological changes and behaviors of the new generation of employees in the organization, and enhance employees' acceptance and recognition of organizational values. Finally, from the perspective of managers, managers should adopt more effective leadership concepts and leadership styles for the special group of new generation employees. First, managers should encourage the new generation of employees to express their thoughts freely, according to the specific characteristics and specific issues of the new generation of employees, and accept reasonable suggestions from employees to establish a good leadership-member relationship, which is beneficial to the organization. Second, focus on the building of the management team. To strengthen the quality of organizational leadership of the new generation of employees, the leadership should uphold the employee-centric philosophy of employment, understand their recognition of the organization's culture, environment, and organizational interpersonal relationships, and respect the new generation of employees and let them experience a sense of belonging and security in the organization.

*C. Research limitations and prospects*

There are certain shortcomings in this study: In the selection of samples, the number of new-generation

employees selected is small and concentrated in Shandong. The number of samples for follow-up research should be increased, and the source of samples can be expanded to more regions, and pay attention to the representativeness of samples and improve the quality of selected samples. There is no detailed research on the turnover intention of the new generation of employees from the perspective of demographics. The follow-up research can further study the turnover intention of the new generation of employees from the angles of age group, business nature, marital status, etc. Although this article attempts to open the "black box" of the new generation of employee engagement on turnover intention from the perspective of organization and management, follow-up research should conduct more detailed research through the division of organizational identity dimensions, from other aspects of management, we should establish a more systematic and targeted theoretical model

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