



A Study on the Impact of Decent Work Perception on Retention Intentions in New Generation Hotel Employees - A Case Study of Hotels Inside Jiangsu Garden Expo Park

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Abstract. In the context of economic globalization, the new generation of employees has become the backbone of various industries. However, problems like personnel shortages and talent attrition persist in the hotel industry, and the high turnover rate of the new generation of employees has seriously affected the healthy operation of hotels. Against this backdrop, this paper oriented in the perspective of decent work perception, delves into the impact of decent work perception on retention intentions among the new generation of hotel employees. This inquiry is built upon an extensive literature review and employs survey and practical research methods. The study distills several reference suggestions and hopes to provide insights into talent management in hotels.

Keywords: Decent work; Decent work perception; New generation employees; Retention intention; Hotels.

1 Introduction

The issue of "decent work" is increasingly prominent in the context of economic globalization, and how to improve and elevate the level of decent work has always been a matter of national and social concern (Rodgers,2007)^[1]. With the advent of the knowledge economy, the new generation of employees has become the linchpin of hotel development, yet the unique nature of the hotel industry results in a doubled employee turnover rate and constant personnel shortages (Baum et al., 2020)^[2]. Therefore, how to reduce talent attrition, alleviate personnel shortage, and encourage employees to retain their positions are issues of high concerns for hotels.

The research of the concept of "decent work" has guided a new direction for the research of the new generation of employees, breaking through the mainstream research on work values and employee satisfaction(Wang & Cheung, 2023)^[3]. The perception of decent work is no longer confined to the impact on satisfaction, devotion, and loyalty, but expands the investigation into retention intention, providing a fresh perspective to study the antecedent variables of retention intention. Focusing on hotel employees fills a research gap for this specific workforce. Data collection through questionnaires

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and analysis, coupled with practical research, ensures the authenticity of the conclusions.

Using the hotels located in Jiangsu Garden Expo Park as a case study and the new-generation hotel employees as the research subjects, this study explores the impact of the perception of decent work on employees' intention to stay. Through literature research, questionnaires, and data analysis methods, the relationship between the decent work perception of the new-generation hotel employees and their intention to stay is investigated, and consequently, the research hypotheses are examined. The resulting conclusions provide pertinent suggestions for talent management in the hotel industry and offer insights on preventing talent attrition and personnel shortage.

1.1 Decent Work

The concept of "Decent Work" was first introduced by Director of the International Labour Office, Juan Somavia, in the 87th National Labor Conference in June 1999 (Office, 1999)^[4]. It stipulates that the efforts of labourers in securing work and the remuneration received, should be met with due respect (Cai Yinghe, 2021)^[5]. This is not only about the rights and obligations of workers, but also encompasses an evaluation of the quality of one's life - thereby encapsulating satisfaction with personal and societal relations. As a novel embodiment of employment philosophy and work modality, the concept of Decent Work has progressively drawn greater attention from scholars globally (Peccoud, 2004)^[6]. In terms of measuring indexes and actualizing the ideals of Decent Work, numerous individuals have adopted the definition set forth by the International Labour Organization.

Hepple (2001)^[7] positioned "fairness" as the central premise of the "Decent Work" concept, defining it as a pivotal attribute of dignified employment. He argued that in order to endow workers with their deserved dignity, it's essential to eliminate gender-based discrimination and differential treatment, and strive for income equality.

Anker et al. (2003)^[8] asserted that rights associated with safeguarding personal interests, partaking in decisions pertaining to work condition improvements, and striving for 'decent work' ought to be respected universally. Blustein, Olle and others including Kellgren and Diamonti (2016)^[9] drawing upon the theoretical framework of work psychology, posited that decent work, from an individual perspective, is secure and meaningful. It transcends the realm of work itself to incorporate personal psychological perception, social support, and resultant sense of belonging. They consequently defined 'decent work' as stable, dignified, and safe labor.

This study deems 'Decent Work' to be one where workers, under circumstances of freedom, fairness, safety, and respect in their professional domain, not only have their work output validated but also experience scope for extended development and opportunities (Berg et al., 2018)^[10]. This signifies 'Decent Work' as an appeal voiced in favor of showcasing proactive attitudes while paying attention to labour conditions and workers' rights.

1.2 Perception of Decent Work

The definition of the perception of decent work is essentially based on decent work itself and has been richly expanded. Based on the differentiated economic and cultural foundations of different countries, there is no unified view among domestic and foreign scholars regarding the concept and research orientation of the perception of decent work. However, both domestic and foreign definitions of the concept are extended and expanded based on the concept of decent work proposed by the International Labor Organization(Mao Guanfeng, Liu Wei, Song Hong,2014)^[11].

These studies suggest that the perception of 'Decent Work' is a process of 'Unity of Knowledge and Action'. Workers obtain information from objective occurrences within their work domain, such as salary distribution and authority alterations, which is 'knowledge'. Subsequently, sensory organs in the brain directly respond to this information source, such as resignation, dedication, or lethargy, which is 'action'. While the concept of 'Decent Work' is more macroscopic, the emphasis on perception of 'Decent Work' is largely based on microscopic feelings (Qing Tao, Liu Shuang, Wang Ting, 2016)^[12].

1.3 Measurement Dimensions of Decent Work Perception

Current academic circles hold differing viewpoints on the issue of decent work, but overall, it is recognized that decent work is a necessity for social fairness and economic development (Deranty&Macmillan,2012)^[13]. Scholars were initially more focused on constructing indicators of decent work on a macro level (Blustein, Olle&Di-amonti,2016)^[9]. Later researchers further refined the decent work index system based on this, categorizing it into three dimensions: individuals, enterprises, and nations.

Due to differing research orientations and degrees among scholars, their considerations are mostly similar but overall vary. The connotation and extension of the concept of decent work are constantly changing with social and economic development, and currently, there is not a unified and complete understanding within domestic academia. At this stage, a small portion of mature scales regarding the perception of decent work have been extensively empirically validated in the academic world and can be directly quoted.

1.4 Definition of the Connotation of the New Generation of Employees

Bruce Tulgan and Carolyn A. Martin (2001)^[14] were the first to propose the concept of "Generation Y" in contrast to "Generation X". They defined "Generation Y" as individuals born between 1978 and 1984 who entered society after the year 2000. They are considered to be a group born with the Internet era. Since the dawn of the 21st century, concepts such as "Internet Plus" and "Globalization" have been proposed, becoming the mainstream of current societal development. This research primarily targets the group born between 1985-2000, referred to as the newer generation of employees. They possess a significant capacity for endurance and a quick adoption rate for novelties. However, due to generational differences and the span of their birth years, they

generally exhibit a low degree of loyalty, thereby constituting a major challenge in talent management within the hospitality industry.

2 Research Design

2.1 Definition of Eesearch Variables

Independent Variable (X).

There has been an ongoing attempt among domestic and international scholars to construct an index system for the perception of decent work in their own respective countries. Ding Yuelan and Zhou Li (2013)^[15] contend that the perception of decency is divided into six aspects: work rights, wage income, work atmosphere, company reputation, work hours, and labor union rights protection. According to Liu Wei, Song Hong, and Mao Guanfeng (2014)^[16], the perception of decency is divided into work rewards, work posts, professional development, professional recognition, and work atmosphere.

Drawing insights from a myriad of literature, this research mainly adopts Yang Weixia's (2014)^[17] extraction of the elements constituting the new generation employees' decent work as a reference. We determine the research dimensions for the perception of decent work among the new generation hotel employees (specifically those born between 1985 and 2000) to be: salary treatment, work atmosphere, reasonable labor, and career development.

Dependent Variable (Y).

The new generation hotel employees (particularly those born between 1985 and 2000) who are the subjects of this study may be influenced by their work values. As a result, the retention intention in this paper specifically refers to whether these hotel employees, upon the expiration of their labor contracts, still aspire to stay and work formally within the hotel. Their intention is reflected through issues about the impacts of voluntary resignation, a sense of belonging, and their willingness to stay.

2.2 Research Methods

Based on the research direction and questions, and referring to the mature scale of domestic and foreign scholars, a questionnaire was developed. The new generation hotel employees in Jiangsu Yuanbo Park were selected as the research subjects, and the responses were collected.

Import the collected data into the SPSS 26.0 data analysis software and analyze it from descriptive statistics, reliability, validity, correlation, regression, and other aspects to explore the relationship between the perception of decent work among the new generation of employees, employee satisfaction, and retention intention, and then validate the proposed research hypothesis

2.3 Research Hypothesis

Decent work perception is an individual's self-awareness and subjectivity (Di Fabio&Kenny,2016)^[18], which will have a decisive and directional impact on their behavior, and every individual cannot do without various organizations. The perception of decent work among the new generation of hotel employees is comprehensively judged from aspects such as salary and benefits, work atmosphere, fair labor, and career development (Mao Guanfeng, 2013 and Liu Dun, 2021)^{[11][19]}. Salary and benefits refer to the perception of whether the actual returns received by employees meet their psychological expectations; The work atmosphere is the perception of the work environment and colleague relationships; Reasonable labor refers to employees' perception of working hours, overtime frequency, and whether there is a balance between work and life(Lin Miaofang,2017)^[20]; Career development is an accurate and sufficient perception of an employee's career direction and upward mobility.

In the current workplace choices, the concept of maximizing benefits encourages employees to prioritize their own gains and losses in the workplace, even though they may not care much about them; When the hotel is able to meet the resources required by employees, it will also receive corresponding feedback; If not, it will have a counterproductive effect. Therefore, under this condition, the following assumptions are made:

H1: There is a positive relationship between the perception of decent work and the new generation of hotel employees' intention to stay.;

H1a: There is a positive relationship between the salary and benefits and the new generation of hotel employees' intention to stay;

H1b: There is a positive relationship between the work atmosphere and the new generation of hotel employees' intention to stay;

H1c: There is a positive relationship between fair labor and the new generation of hotel employees' intention to stay;

H1d: There is a positive relationship between career development and the new generation of hotel employees' intention to stay.

2.4 Questionnaire Design

This study utilizes a questionnaire survey to gather data, and employs SPSS 26.0 software to explore the relationship between the independent variable (X) and the dependent variable (Y). The survey questionnaire mainly comprises three sections. The first section solicits the basic personal information of the respondents, while the second and third sections comprise scales for measuring the perception of decent work and the intention to stay respectively.

Decent Work Perception Scale.

The Decent Work Perception Scale draws inspiration from the scale developed by scholars such as Mao Guanfeng(2013)^[11]and Liu Dun(2021)^[19]. Based on the characteristics of the new generation of employees, 12 items are selected and divided into four

dimensions: salary and treatment, work atmosphere, reasonable work, and career development.(table 1)

Table 1. Decent Work Perception Scale

Dimension	topics
Salary And benefits	Q1. My current salary level allows me to live a decent and comfortable life
	Q2. The wage growth in this hotel over the past two years has steadily improved my standard of living
	Q3. Compared to the average income level in Nanjing, my wage income is considerable
Work Atmosphere	Q4. This hotel provides me with generous benefits
	Q5. I get along harmoniously with my colleagues during work
	Q6. I feel that the communication with my superiors (such as reporting work, exchanging opinions, expressing difficulties, or seeking help) is smooth
Fair Labor	Q7. The current frequency of overtime work in this hotel is acceptable
	Q8. The average daily working hours I currently have are acceptable
Career Develop- ment	Q9. The current work schedule in this hotel allows me to balance my career and family
	Q10: This job has made me feel full of fun and challenge
	Q11: This job can help me realize my own values and ideals
	Q12: This job makes me feel very promising

Intention to Stay Scale.

The retention intention scale referred to the relevant dimension measurement items used by Yao Hui, Liang Jiaqi (2017)^[21], and Song Wenyan (2021)^[22], and combined with the current situation of hotels, four items were selected. It is presented in table 2.

Table 2. Retention Intention Scale

Dimension	Topics
Retention Inten- tion	Q1: Resigning would have a significant impact on my current life
	Q2: Leaving this hotel makes it difficult for me to receive better welfare benefits
	Q3: Working in this hotel gives me a sense of belonging
	Q4: Based on my current sentiment, I am highly willing to continue working in this hotel in the long term

3 Data Analysis and Hypothesis Testing

Descriptive statistical analysis reveals that the total sample size is 154 with percentiles of various features summing to 100%. These features include gender, age, marital status, education level, years of work experience, and department.

With regard to age, 50.6% of the participants are between 23 and 30 years old, while 40.3% are between 31 and 38 years old. Other age groups are evenly distributed and have relatively fewer samples. According to the age requirements of this study, samples are selected from the new generation of employees (born between 1985 and 2000), which are the samples between the ages of 23 and 38. As a result, the sample size for the study is 140.

3.1 Reliability Analysis

The table 3 below indicates that the values of the reliability coefficients are all above 0.7, indicating good reliability quality of the research data. After the deletion of any item, the "alpha coefficient of the item deleted" does not significantly increase compared to the original reliability coefficient, so it is not appropriate to delete any item. All CITC values of analysis items are above 0.4, indicating good correlation between various analysis items and suggesting a good level of reliability.

Table 3. Cronbach Reliability Analysis

topic	CITC	Item deleted α coefficient	Cronbach α
Q1	0.689	0.802	
Q2	0.699	0.797	0.846
Q3	0.632	0.826	
Q4	0.709	0.793	
Q5	0.699	-	0.823
Q6	0.699	-	
Q7	0.671	0.761	
Q8	0.648	0.783	0.822
Q9	0.714	0.716	
Q10	0.658	0.647	
Q11	0.567	0.745	0.776
Q12	0.616	0.696	
Q1	0.67	0.811	
Q2	0.715	0.792	0.847
Q3	0.686	0.805	
Q4	0.664	0.814	

3.2 Validity Analysis

Validity refers to the degree to which each item in a test has an impact on the overall measurement results, and its magnitude is related to the question itself, such as the level of score and difficulty. Using the method of factor analysis, the concentration of information is studied. Firstly, factor suitability analysis is conducted on the research data. As shown in the table 4 below, KMO=0.851, which is higher than 0.6, can be used for factor analysis. According to Bartlett's sphericity test ($p < 0.05$), the questionnaire sample data is suitable for factor analysis.

Table 4. KMO and Bartlett Test

KMO		0.851
Approximate chi square		1095.569
Bartlett sphericity test	df	120
p		0

The following table 5 shows factor extraction and analyzes the amount of information extracted by the factors. It can be seen from the table that a total of 5 factors were extracted through factor analysis, with feature root values greater than 1. The interpretation rates of the rotation variance of these 5 factors are 17.727%, 17.589%, 14.332%, 13.182%, and 10.669%. After rotation, the cumulative variance interpretation rate reaches 73.500%.

Table 5. Variance Explanatory Rate

N	Eigenvalue			R ² (before rotation)			R ² (after rotation)		
	λ	R ² %	Ac%	λ	R ² %	Ac%	λ	R ² %	Ac%
1	6.33	39.565	39.565	6.33	39.565	39.565	2.836	17.727	17.727
2	1.704	10.648	50.213	1.704	10.648	50.213	2.814	17.589	35.317
3	1.504	9.4	59.613	1.504	9.4	59.613	2.293	14.332	49.648
4	1.171	7.319	66.931	1.171	7.319	66.931	2.109	13.182	62.831
5	1.051	6.569	73.5	1.051	6.569	73.5	1.707	10.669	73.5
6	0.68	4.251	77.751	-	-	-	-	-	-
7	0.568	3.549	81.3	-	-	-	-	-	-
8	0.5	3.126	84.426	-	-	-	-	-	-
9	0.442	2.763	87.189	-	-	-	-	-	-
10	0.394	2.462	89.651	-	-	-	-	-	-
11	0.36	2.253	91.903	-	-	-	-	-	-
12	0.31	1.94	93.843	-	-	-	-	-	-
13	0.292	1.826	95.669	-	-	-	-	-	-
14	0.274	1.712	97.381	-	-	-	-	-	-
15	0.228	1.423	98.804	-	-	-	-	-	-
16	0.191	1.196	100	-	-	-	-	-	-

The data in this study was analyzed using the maximum variance rotation method (varimax) to discover the corresponding relationship between factors and research items. During this process, the correlation coefficient method was used to determine the weights of each indicator, and the weighted Euclidean distance method was used to verify the results. The following table 6 shows the extraction of research project information by factors and the corresponding relationship between factors and research items. It can be seen from the table that the commonality values corresponding to each research item are greater than 0.4, indicating a strong correlation between research items and factors, and factors can effectively extract information.

Table 6. Factor Loading Coefficient

N	Factor Loading Coefficient					common factor variance
	F1	F2	F3	F4	F5	
Y1	0.783					0.697
Y2	0.753					0.714
Y3	0.693					0.679
Y4	0.829					0.726
Q1		0.797				0.704
Q2		0.762				0.713
Q3		0.75				0.691
Q4		0.817				0.756
Q7			0.772			0.756
Q8			0.744			0.688
Q9			0.793			0.777
Q10				0.834		0.779
Q11				0.728		0.67
Q12				0.715		0.676
Q5					0.875	0.877
Q6					0.843	0.859

3.3 Correlation Analysis

The correlation coefficient between the Fair Labor Perception Scale and retention intention is 0.593, showing significance at the 0.01 level. This suggests a significant positive correlation between the Dignified Labor Perception Scale and the intention to retain employment. Salary treatment, working atmosphere, reasonable labor, and career development all showed significance towards the intention to retain, with correlation coefficient values of 0.399, 0.449, 0.366, 0.430, and 0.504 respectively. Furthermore, since all these correlation coefficient values are greater than 0, it indicates a positive correlation between these four variables - salary treatment, working atmosphere, reasonable labor, and career development - and the intention to stay, as presented in table 7.

Table 7. Pearson Correlation

	DWS	Sa	WA	FL	CD	RI
DWPS	1					
Salary		1				
Work atmospher		0.399**	1			
Fair labour		0.449**	0.372**	1		
Career Dv		0.366**	0.378**	0.531**	1	
RetentionIntention	0.593**	0.430**	0.427**	0.485**	0.449**	1

*p<0.05 **p<0.01

3.4 Regressive Analysis

The independent variables (X) are the dimensions of dignified labor perception, and the dependent variable (Y) is the intention to stay, evaluated using linear regression analysis. The model equation is as follows: Retention Intention = 0.770 + 0.178 * Salary Dignity Perception + 0.179 * Work Atmosphere Dignity Perception + 0.215 * Reasonable Labor Dignity Perception + 0.193 * Career Development Dignity Perception. With the model R²=0.357, the combined explanation of the four dimensions of dignified labor perception to the intention to stay is 35.7%.

In-depth analysis and summarization ultimately reveal that the regression coefficient values for salary and benefits, working atmosphere, fair labor, and career development are 0.178, 0.179, 0.215, and 0.193 respectively. This suggests that these four dimensions all have a significant positive impact on the intention to stay. They are presented in table 8.

Table 8. The Impact of Various Dimensions of Decent Work Perception on Re-tention Intention (n=140)

	Unstandardized Coefficients		Standardized Coefficients	t	p	VIF
	B	SE	Beta			
Constant	0.77	0.296	-	2.605	0.010*	-
Decent Salary	0.178	0.081	0.178	2.205	0.029*	1.376
WorkAtmosphere	0.179	0.071	0.199	2.52	0.013*	1.308
Fair Labor	0.215	0.08	0.233	2.681	0.008**	1.583
Career Dv	0.193	0.088	0.185	2.197	0.030*	1.489
R ²			0.357			
Adjusted R ²			0.338			
F			F(4,135)=18.776,p=0.000			
D-W			2.176			

Y: Intention to stay *p<0.05 **p<0.01

4 Research Conclusions and Recommendations

4.1 Research Conclusions

The research is targeted at the new generation of hotel employees, exploring the impact of dignified labor perception on their intention to stay. Combining empirical research, and utilizing SPSS 26.0 statistical software to analyze the survey results from 140 employees, it can be concluded that the dignified labor perception of new-generation hotel employees has a significant positive impact on their intention to retain employment. The dignified labor perception in this research is a four-dimensional structure, specifically the dignity perception of salary and benefits, work atmosphere, fair labor, and career development. The joint explanatory power of these four dimensions on the intention to retain is 35.7%.

4.2 Recommendations

Comprehensively improve the decent work level of the new generation of hotel employees.

It is crucial for hotel enterprises to focus on improving the personal dignified work experience, necessitating differing incentives and systemic improvements by hotel operators. Firstly, in terms of salary compensation, it calls for the reform of salary and benefit systems, suitably adjusting employees' wage criteria based on local standards and establishing mechanisms for regular wage growth. Secondly, the work atmosphere needs attention, necessitating the provision of necessary software and hardware facilities for employees, ensuring their behavior, dietary, and living conditions, and creating an efficient, comfortable, and harmonious working environment. Thirdly, in terms of fair labor, efforts should be made to arrange stable and reasonable working hours and shifts for employees, to avoid frequent overtime and shift changes, allowing staff more free time. Lastly, concerning career development, more focus should be given to employees' training and development, assisting them with career planning to realize their own career development and self-value.

Starting from the above four aspects, meeting the basic psychological needs of the new generation of hotel employees and realizing their own value can help improve their perception of their current job and promote their intention to stay.

Enhance the sense of belonging of the new generation of hotel employees and enhance the centripetal force of the hotel.

Employee's sense of belonging is their identification with the hotel they work for in essence, which including two aspects: Firstly, the new generation of hotel staff's identity and status within the hotel; and secondly, the emotions established with superiors, subordinates, and other colleagues. As the mainstay of the hotel industry, the sense of belonging of new-generation hotel employees correlates with their intention to stay, consequently influencing employee management, centripetal force, and cohesion of the hotel. Therefore, enhancing the sense of belonging of the new generation of employees is an exceedingly urgent task in hotel talent management.

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