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The Influence of the Intrinsic Motivation of the New Generation Employees on Turnover Intention: A Regulatory Agency Model Test

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Abstract: The high staff turnover rate of new generation is the focus of every practice departments, this paper based on self-determination theory and motivation theory, from the work investment point of view, explore the impact of new generation employees' intrinsic motivation on turnover intention, and test the regulatory role of the workplace rejection between job involvement and the new generation employees turnover tendency. Taking 434 new generation employees of 17 enterprises in China as the research object, to verify the research hypothesis. The results showed that: New generation employees' intrinsic motivation has negative influence on the turnover tendency; job involvement plays an intermediary role between intrinsic motivation in the new generation employees and their turnover tendency; workplace rejection between job involvement and the new generation of employees tend to leave the relationship acts as a significant moderator, the higher degree rejection of the workplace is, the negative effect of job involvement on the new generation of employees' turnover intention is weaker.

Keywords: New generation employees; intrinsic motivation; job involvement; workplace rejection; turnover intention.

1 RESEARCH BACKGROUND

The new generation of employees, the group of people who born after 1980 and has entered the workplace [1], is gradually becoming an important part of enterprise employees. New generation employees for the pursuit of personal interest, self-concept and achievement motivation, with the interest of the professional ideal, intrinsic preference of the characters and the content of the work itself, the pursuit of job that conforms to the personal interest, seek important and interesting work, pay attention to the work itself for a preference for self satisfaction, and work to bring happiness and social significance [2]. However, the

traditional enterprise management method has been unable to meet the needs of the new generation employees. If the management is not properly, it will affect their work enthusiasm and commitment, and even lead to their departure. In reality, the high turnover rate of new generation employees has become a new challenge for enterprise management practice.

Intrinsic motivation heads from the individual's self-determination and sense of competence of the intrinsic need, stimulate the individual pursuit of work brought about by the self satisfaction and sense of competence, happiness and challenges

rather than under the stimulate of pressure or reward from other external factors, and interest as the key factors to promote the formation of intrinsic motivation is a guidance for staffs to divert their attention and focus on the job. In practical works, the new generation of workers' Union is driven by intrinsic motivation because of their own psychological needs and the internal motivation of the work, and the corresponding work behavior and results are produced. Therefore, the level of the inner motivation of the new generation employees may have different effects on their turnover intention.

The study of previous research on employee turnover intention, mostly concentrated on individual factors (gender, age, education degree, term of office, and personal experience, etc.), and factors related to work(salary, job autonomy, job repeatability and working environment) and the effective factors of employees to work(job satisfaction and organizational commitment) and other variables relevance. Recent research has enriched the antecedent variables the influence on turnover intention, such as organizational justice, career development, personality traits, person organization match with organizational support [3-7], etc. However, it is still short of discussion about the influence of the intrinsic motivation on the turnover intention of the new generation employees, yet the measures to reduce the turnover intention based on the job behavior motivation of the new generation employees have not been put forward. Therefore, it is of great practical significance to study the influence mechanism of new generation employees' intrinsic motivation on turnover intention in the Chinese context, according to the psychological characteristics of new generation employees and needs.

2 THEORETICAL BASIS AND RESEARCH HYPOTHESIS

2.1 The relationship between the intrinsic motivation and turnover intention of the new generation employees

Intrinsic motivation is in the process of the individual in order to be able to get activities brought about by the happy experience and satisfaction and engage in some activities, not because of the external factors such as obtain the reward, under pressure or to avoid being punished, etc. Basis to distinguish the category of intrinsic motivation is the behavior of irritants or inducement, emphasizing the motivational determinants, and intrinsic motivation through individual intermediary effect on the cognition of stimulus to establish contact between the individual psychology and the behavior [8].

According to the theory of self decision, individuals have an inherent and creative consciousness, so that individuals can improve themselves and merge with the society or others as a whole. When individuals affected by the stimulus of organizational environment to form autonomy, relationships, and competence this three kind of psychological needs, will promote this tendency into individual intrinsic motivation to employees for stimulation and encouragement of psychological needs and job characteristics by intrinsic motivation drives the production of the corresponding job attitudes, emotion cognitive and behavioral results. Research believes that the high intrinsic motivation of employees will produce more positive emotions, a higher degree of happiness, have a higher job satisfaction compared with low intrinsic motivation of employees, the job is also very dedicated. In practical work, the employee suffers the intrinsic motivation incentive, more positive work attitude, willing to explore the unknown field of work, more willing to accept the challenge, innovation behavior will be increased, has a positive effect on employee's work performance as well.

Different personality traits of employees due to the different psychological needs and intrinsic preferences, the level of intrinsic motivation stimulation has a very big difference, the employee's turnover will also be impacted differently. Young employees with high intrinsic motivation tend to pay more attention to the development of career space, and their achievement motivation is very high. Therefore, if the organization provides sufficient development opportunities and work support for this staff, he or she will have a stronger sense of responsibility and attachment to the organization, and it will not easily leave the organization[4]. With employee's motivation in high pursuit of happy work experience, the sense of achievement and satisfaction, when fully meet these psychological needs, Can make the employees have a positive mood to work full of passion and confidence, and will not tend to leave the company. Galletta based on the theory of self determined and work characteristic, also confirmed the intrinsic motivation of employees by enhancing emotional commitment can reduce employee's departure will. Driven by intrinsic motivation of new employees that by the interest of the vocational ideal, achievement motivation, independent high demand as well as to the working content and characteristics of the psychological needs of incentives, such as inherently preferences, in order to obtain for the pursuit of self satisfaction and a sense of competence, happy and challenges and

work, i can get spiritual satisfaction in work can produce less thought of leaving. Based on the above analysis, this paper puts forward the following research hypothesis:

Hypothesis H1: the negative impact of the new generation employees on their turnover intention

2.2 The intermediary role of job involvement

Job involvement is refers to a special kind of positive working state that the employees motivated by personal interest and self achievement and satisfaction and dedicated work, psychological resources and the emotion of their labor power voluntary dedication to the work .The work involvement occurs in the daily work, and can show through the individual concrete work behavior or other role activity, has the characteristic of lasting and the diffusion.

At present, there are three kinds of factors that affect job involvement, such as individual differences, job related factors and organizational management factors. First of all,the research of individual difference variables included demographic variables and personality traits. The results showed that age and job involvement have a positively correlated relationship. In addition, with high achievement motivation of individual employees to work harder, if employees are high in individual motivation, job involvement and also higher. Secondly, the research on related factors. The control sense of job performance, individual job matching, job resources and autonomous work all have positive predictive effect on employee's job involvement. Finally, the organizational management factors are the new direction of research. Caesens' empirical research results show that organizational support and the support from the supervisor has good predictive power to job involvement of its employees. On job involvement of outcome variables, studies have shown that individuals in the work with high investment and penetration, will get more achievements and experience, and have a high level of job satisfaction , compared with job involvement with low degree of individual, turnover intention is lower. High intrinsic motivation, new generation employees to work full of interest and passion,The

new generation employees with high intrinsic motivation to work is full of interest and enthusiasm,looking for available resources and organizational support in the work, willing to devote to the work, the degree of job involvement also remains higher. The new generation employees with high job involvement is more concerned about the valuable experience of the work, the organization has a high sense of responsibility and attachment, and lead to a lower turnover intention. Based on the above analysis, this paper puts forward the following research hypothesis:

Hypothesis H2: the intrinsic motivation of the new generation employees has a positive influences on job involvement.

Hypothesis H3: job involvement plays an intermediary role between the intrinsic motivation and turnover intention of the new generation employees.

2.3 Workplace Rejection Plays a Regulation Role

Workplace rejection refers to the individual employees in the workplace perceive ignorance, exclusion and rejection from others, mostly in the form of indirect and vague, and different from the general physical aggression and verbal offence.The `workplace rejection with the employee's job performance, employee attitude and turnover intention. High degree of rejection in the workplace of the organization, employees' job involvement will be severely affected, employees will produce emotional exhaustion, job pressure, depression and other psychological distress, if the state accumulated for a long time, will cause employees to produce the idea of leaving and increase the likelihood of employees to find other jobs. New generation employees with particular emphasis on harmonious relationship,in the organization of high degree of workplace rejection, the new generation employees will affected by the pleasant working atmosphere and the discordance between members of the organization, emotional exhaustion and depression mood will be produced, if accumulated for a long time, and will strengthen the employee's turnover intention of the new

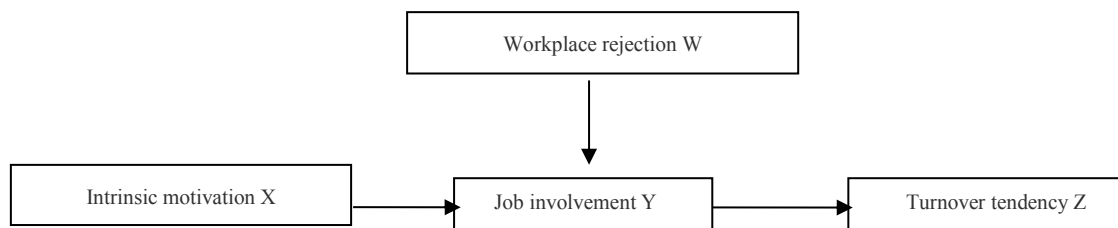


Fig. 1. Hypothesis model.

generation. Based on the above analysis, this paper puts forward the following research hypothesis: Hypothesis H4:workplace rejection between job involvement and the new generation employees tend to leave the relationship acts as a significant moderator, the higher degree rejection of the workplace is,the negative effect of job involvement on the new generation employees' turnover intention is weaker. According to the above theoretical analysis and research hypothesis, the hypothesis model of this paper is shown in figure 1.

3 RESEARCH DESIGN AND METHOD

3.1 Research Objects

In order to explore the intrinsic motivation of the new generation employees about the impact on turnover intention. The selection of subjects in our study is from Hunan, Guangdong, Beijing and other 17 units with a college degree or above in the new generation of employees. The questionnaires were distributed mainly online fill out on-site payment, a total of 500 questionnaires, 434 valid questionnaires, the effective recovery of the questionnaire was 86.8%. The sample structure, and the ratio of male to female is roughly balanced, the age concentrates in 25 to 35% (46.77%), 53.35 belong to unmarried population, from the point of view of educational background of subjects, 58.29% for undergraduate education, 20.35% for tertiary education, 16.44% for the master's degree.

3.2 Research Tools

Intrinsic motivation scale using the Amabile development work preferences such as the scale of the intrinsic motivation subscales, a total of 15 items, the questionnaire of exploring factor analysis based, remove the low level of the general correlation between the 10 questions (I tend to choose safe completes the work, rather than those jobs need to do my utmost) and the 15 questions (I like simple and direct works) after a total of 13 projects.

The measurement of the work engagement scale is Utrecht, Schaufeli, a total of 17 projects. Work

place exclusion scale using Ferris and other development of the 10 item single dimension scale. Turnover intention scale using Griffeth and other development of the scale , a total of 5 items. On the control variables, this study based on the previous literature, the gender, age, marital status, educational level, job duration of the new generation employees are treated as control variables.

4 EMPIRICAL RESEARCH

4.1 Common Method Deviation Test

In view of the common method deviation problem, this paper uses the Harman single factor test method to carry on the investigation. The first principal component was 22.537%, which was not accounted for in the first principal component analysis by using the non rotational factor analysis. The results showed that the same variables between the measured variables would not affect the reliability of the conclusions.

4.2 Reliability Analysis

According to the analysis of the survey results, intrinsic motivation, job involvement, workplace exclusion and turnover intention scale Cronbach 's alpha system numerical respectively 0.822, 0.928, 0.959, 0.832, were more than 0.8, indicating that the questionnaire has good reliability.

4.3 The Validity of the Questionnaire

In this paper, using Amos17.0 software verified the factor structure of intrinsic motivation, job involvement, workplace rejection and turnover intention. From table 1 can be seen, the questionnaire in the form validity by confirmatory factor analysis of the index has reached the desired level, indicating that the scale structure model are well matched.

4.4 descriptive statistical analysis

Mean value, standard deviation and correlation coefficient between variables and the correlation coefficient between the variables are listed in table 2. From table 2 shows, new generation employees

Table 1. Measurement questionnaire of each scale of confirmatory factor model fitting degree index.

Questionnaire	GFI	AGFI	RMSRA	NFI	IFI	TLI	CFI	RFI	$\chi^2/$
Intrinsic motivation	0.971	0.937	0.049	0.951	0.975	0.952	0.974	0.910	2.042
Job involvement	0.941	0.911	0.053	0.941	0.967	0.955	0.966	0.921	2.205
Workplace rejection	0.963	0.927	0.067	0.982	0.988	0.981	0.988	0.971	2.932
Turnover intention	0.992	0.969	0.055	0.989	0.994	0.985	0.994	0.973	2.291

Table 2. The mean, standard deviation of the main variables and the correlation coefficient between the variables.

variables	1	2	3	4	5	6	7	8	9
1.gender	1								
2.age	0.674**	1							
3.marital status	0.532	0.664**	1						
4.educational level	0.566**	0.789**	0.332	1					
5.job duration	0.471**	0.556**	0.480**	0.449	1				
6.intrinsic motivation	0.059	0.070	0.060	0.102*	0.268**	1			
7.job involvement	0.054	0.022	0.046	0.045	0.243**	0.416**	1		
8.workplace rejection	0.028	0.132**	0.046	0.191**	-0.149**	-0.070	-0.012	1	
9.turnover intention	-0.045	-0.031	-0.046	-0.032	-0.389**	-0.230**	-0.275**	0.521**	1
mean(M)	1.51	2.010	1.530	2.090	2.050	5.481	4.763	3.214	3.299
standard deviation(SD)	0.5	0.849	0.500	0.779	0.889	0.686	0.802	1.214	1.102

Label:***, **, *denote $p < 0.001$, $p < 0.01$, $p < 0.05$ respectively, the same below.

of intrinsic motivation and job involvement has a significant positive correlation ($r=0.416$, $P < 0.01$), intrinsic motivation in the new generation of employees and turnover intention significantly negative correlation ($r=0.230$, $P < 0.01$), the work involvement and turnover intention significantly negative correlation ($r=0.275$, $P < 0.01$), workplace rejection and the new generation employees' turnover intention significantly positive correlation ($r=0.521$, $P < 0.01$), and with the work involvement related is not significant, indicating that the workplace rejection and the new generation employees turnover intention influence each other. The above results provide basic support for the hypothesis proposed in this research.

4.5 Regression Analysis

Before using the hierarchical regression method to verify the hypothesis, we first investigate whether there is a multiple linear regression analysis. The analysis results show that the VIF value of each model independent variable is between 1.248 and 1.009, which is much less than the critical value 10. In addition, the results of Dubbin-Watson test show that the correlation index is near 2, and the autocorrelation problem can be ignored.

For the research hypothesis, this paper use spss19.0 hierarchical regression analysis method to verify, with a new generation of employees turnover intention as dependent variable, followed by the introduction of control variables, intrinsic motivation, job involvement to make regression analysis. The analysis results are shown in table 3 and table 4. In table 3, model 2 analysis the

influence of the new generation employee intrinsic motivation on turnover intention, from the model 2 shows, intrinsic motivation in the new generation employees and turnover intention have significant negative correlation ($\beta = -0.229$, $P < 0.001$). At the same time, after joining the intrinsic motivation, and on the new generation employees turnover tendency of explanatory power increased significantly ($\Delta F=23.59$, $P < 0.001$), explain the variance was 40.7%. Assuming H1 is verified.

A test of the mediating role of job involvement, refer to the Baron and Kenny's regression methods, the mediating role of variables must satisfy: variations of the independent variables can explain significantly due to changes in the variables; variables can explain the intermediary variables change significantly; when the intermediary variable control. The independent variables for influencing variables should be equal to zero, or significantly reduced [28]. In Table 3, the model analysis of the new generation employee intrinsic motivation to work into the, by model 5 it is known that, the new generation employees of intrinsic motivation of investment has a significant positive effect ($\beta = 0.406$, $P < 0.001$), the hypothesis H2 is verified. And model 3 results show that after joining the job involvement, intrinsic motivation for the new generation of employees turnover intention influence coefficient becomes small ($\beta = -0.140$, $P < 0.01$), significantly reduced, but still significant, and job involvement of the new generation of employees turnover intention negatively impact ($\beta = -0.220$, $P < 0.001$). According to the validation results of H1 and H2, the results show that the job involvement

Table 3 Hierarchical regression results: the new generation employees' intrinsic motivation and job involvement affect turnover intention(N=434)

variables	Model 1 Turnover intention	Model 2 Turnover intention	Model 3 Turnover intention	Model 4 Turnover intention	Model 5 Job involvement
Gender	-0.131	-0.096	-0.060	-0.059	0.062
Age	-0.322*	-0.189	-0.245*	-0.089	-0.098
Marital status	-0.053	-0.007	-0.023	-0.122*	-0.029
Educational level	-0.192	0.168	0.164	-0.020	-0.007
Job duration	0.361***	0.124*	0.134**	0.354***	0.018
Intrinsic motivation		-0.229***	-0.140**		0.406***
Job involvement			-0.220***		
R ²	0.126***	0.419***	0.502***	0.105**	0.745***
ΔR ²	0.109***	0.407***	0.490***	0.083**	0.739***
F	7.648***	33.953***	42.570***	3.887**	131.437***

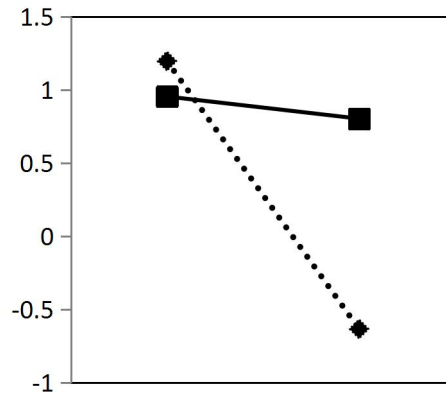
plays a partial mediating role between the intrinsic motivation and turnover intention of the new generation employees. Therefore, the assumption that H3 is verified.

To verify the hypothesis H4. In this study, a new generation of employees turnover intention as dependent variable, followed by the introduction of control variables, job involvement, interactive

workplace exclusion and job involvement and workplace exclusive items as independent variables for regression analysis. Table 4. By the model 9 is knowable, after the interaction term joined the job involvement and the workplace rejection, job involvement and the workplace rejection interaction will have a positive effect ($\beta = 0.166$ on turnover intention, $P < 0.001$), and the equation of the explanatory power of the significantly enhanced ($\Delta F = 18.111$, $P < 0.001$), explain the variance variation

Table 4. Hierarchical regression results: job involvement and workplace rejection of the new generation of employee turnover intention(N=434).

Predictive variables	Model 6 Turnover intention	Model 7 Turnover intention	Model 8 Turnover intention	Model 9 Turnover intention
Gender	-0.131	-0.060	0.063	0.018
Age	-0.322*	-0.245*	-0.306**	-0.215*
Marital status	-0.053	-0.023	-0.059	-0.022
Educational level	-0.192	0.164	-0.025	-0.036
Job duration	0.361***	0.134**	0.139**	0.103*
Job involvement		-0.278***	-0.273***	-0.247***
Workplace rejection			0.523***	0.519***
Interaction effect: Job involvement*Workplace rejection				0.166***
R ²	0.126***	0.502***	0.579***	0.615***
ΔR ²	0.109***	0.490***	0.568***	0.604***
F	7.648***	42.570***	52.744***	56.016***



Label :the solid line shows the high level of workplace rejection,dotted line shows the low level of workplace rejection.

Fig. 2. workplace rejection moderating effect of relationship between turnover tendency on job involvement and the new generation of employees.

was 60.4%. This shows that for the the workplace rejection, the higher the degree of it, job involvement and the new generation employees' intention to leave is weaker, workplace rejection plays a significant moderating effects on the relationship between job involvement and the new generation employee turnover intention. Therefore, the assumption that H4 is verified.

To further clarify the work place exclusion on job involvement and the new generation employees' turnover intention between regulation pattern such as the original expectations hypothesis, this thesis job involvement and workplace rejection average number of addition and subtraction of a standard deviation value into the regression equation, rendering the performance into work and workplace repulsive interaction influence pattern (Figure 2) and Figure 2 show that rejection of the workplace, the higher the degree, job involvement and the new generation of employees turnover intention showed a weak negative effect; workplace rejection degree is low, job involvement of new generation employees tend to leave the negative effect is stronger. From this, we can know that the hypothesis H4 is verified.

5 CONCLUSION AND DISCUSSION

5.1 The internal motivation of the new generation of employees has a significant negative impact on turnover intention.

First of all, the correlation between the intrinsic motivation and turnover intention of the new generation employees is higher, and the intrinsic motivation is the factors that affect the turnover intention of the new generation employees. Secondly, the negative impact of the new generation employees' intrinsic motivation on turnover intention is very significant, which indicates that the higher the intrinsic motivation of

the new generation employees is, the lower the turnover intention will be. Due to the intrinsic motivation of new generation employees mainly includes self-determination and preferences, membership credentials and the competent this three kinds of psychological needs, New generation employees have an innate inner and creative consciousness, have a strong self-improvement tendency as well as a feeling of fusing into a whole. In the working process, stronger intrinsic motivation of the new generation employees always have high job autonomy, pay attention to and organizational values and the actual action fit, and also have more conscious to strengthen contact and communication with the members of the organization, will challenge actively exercise as a personal ability to work and to explore the opportunity to learn and take the initiative to find joy in work and a sense of competence. Therefore, high intrinsic motivation of new generation employees more at work play alone, have a chance to develop, have stronger organization sense of belonging and attachment, higher working enthusiasm and satisfaction, can fully enjoy the working process and less thought of leaving. So, in the face of the new generation employees, enterprises should change management ideas actively, realize "paternalistic management" to "humanistic management" change, pay attention to the psychological needs of the new generation employees and take a more spiritual rewards and increased the democratic participation,etc. And according to the new generation employees individual ability difference to arrangement work tasks reasonably . Especially for the new generation employees who just entering the workplace, can be implemented in the workplace tutorial system, and give more support and care in their works.

5.2 The mediating effect of job involvement on intrinsic motivation and turnover intention of the new generation employees.

The results of the study show that job involvement in the new generation employees plays a partial intermediary role between intrinsic motivation and turnover intention. The new generation of employees' intrinsic motivation both have a direct influence to turnover intention and the indirect influence through the job involvement. High intrinsic motivation of the new generation employees will produce a higher degree of job involvement and have lower turnover intention. This shows that driven by the intrinsic motivation of new generation employees, will full of enthusiasm and interest when get to work, to seek all available resources and support in the organization, will dedicate their labor, mental and emotional power to work, will work much harder, further more, new generation employees who have high self feeling of competence, their job involvement is very strong, can actively respond to the task, pay more attention to bring valuable experience and have a high liability of employer perception as well as organizational attachment in their works. Therefore, in the new generation employees of high motivation have a higher investment and lower turnover intention. Therefore, enterprises should provide a workplace with a sense of security and support to new generation employees, as well as providing fair and reasonable treatment and development opportunities, encourage the new generation of employees' job involvement actively. In addition, enterprises should attach importance to job design and to maximize the realization of the new generation of employees, job matching, enhance the level of investment and creativity.

5.3 The Moderating Effect of Workplace Rejection on the Relationship Between Job Involvement and the Turnover Intention of the New Generation Employees.

The study found that workplace rejection have a moderating effect on the relationship between job involvement and the turnover intention of the new generation employees, and workplace rejection will significantly reduced the negative impact that job involvement affect on the new generation employees' turnover intention. The higher the degree of workplace rejection, the negative influence between job involvement and turnover intention of the new generation employees will be weaker; the lower level of workplace rejection, the negative influence between job involvement and the new generation employee's turnover intention is stronger. In fact, the new generation employees can reflects the evaluation of the workplace

atmosphere in the workplace, in the workplace with serious exclusion behavior in the organization, the new generation employees with low degree of job involvement will due failure to the inharmonious work atmosphere and not supported by members of the organization. Deepen the complaints and discontent with the new generation employees to work, resulting in a greater negative impact on turnover intention, while working in the a organization with harmonious atmosphere and less workplace rejection, it may that important. Good relationship with colleagues will produce attachment to organization, colleagues' help and support can also promote the working state and work behavior positively, so the new generation employees won't produce higher turnover intention.

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