

Research On Managing Post-80s Employees In China

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Qinghang Meng

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Meng Qinghang 282462

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Department of Management Studies

Aalto University

School of Business

Abstract

More and more young employees who were born after 1980 move into the labor market after 2000. They started to become an important part of human resources in various organizations. Meanwhile, the management problems emerging due to the new generation employees increased much research interest by the academic ground and the whole society.

In industrial times, the employee management emphasizes on managing the employees instead of developing them. Nowadays organizations and managers have been paying more attention to inner factors of human beings, such as their psychological and behavior nature. In recent years, the career development model has been changing with the innovation of organizational structure and traditional labor relations. Traditional employment relationship has crumbled, while the employees' attitude to the organization and career development has transformed. The post-80s generation employees are no longer loyal to their companies but are loyal to their own career development. The enterprises which aim to get loyalty from their employees have to build up equal, respectful and reliable partnership with the employees, providing a promising platform and leading them to be loyal to the organization.

Research on post-80s and 90s generation employees has been immature and there is no system structure on it. The thesis intends to define the characters of the post-80s and 90s in the workplace, and build a framework and analyses of the phenomenon. Multiple methods such as questionnaire, documentation and qualitative have been used to study the problem in this thesis and it has given sound research conclusions and management advice for the companies to manage post-80s and 90s generation employees.

Key words: post 80s and 90s generation, organizational loyalty, management change and innovation.

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Chapter 1 Introduction

1.1 Research Background And Research Question

Peter F Drucker, the famous contemporary management scholar, said that business management will finally be human resource management. It's human beings that are managed, and the mental and behavior nature of human beings have been attracting interests from the academia and scholars.

In China, the post-80s and 90s generation were born in different economic and political environment from the seniors. Feuchtwang, S. Hussain, A. and Pairault (1988) mention that China has deployed its policy of reform and opening up in 1978, during which period the economy and society have tremendously changed. The traditional planned economy system has gradually transited to market economy track, and western culture and thoughts started to move into China where traditional eastern culture fights fiercely with western culture. China started family planning policy in 1978, which resulted in that many post-80s born individuals are only children in their family. They could get much full care by the parents, while those who were born before 1980 had to share the love from parents with several other brothers and sisters. The post 80s and 90s met with the enrollment extending of Chinese universities so that more of them could have opportunities to be admitted into advanced educational institutions, while those who were born before 1980 didn't have the chances.

Since 2000, the post-80s individuals gradually moved onto job markets and became the mainstream of the whole employees, amounting to a very high percent of the team. They showed different personal characteristics and values from their seniors. Pew Research Center (2007) describes the new generation as the "Look at Me" generation, implying that they are overly self-confident and self-absorbed. Marston (2009)

depicted them as lacking in loyalty and work ethic. The management contradiction between the post-80s employees and post-60s and 70s managers gave rise to much attention from researchers and managers. Some enterprise managers even got worried in managing the post-80s and 90s employees.

The intention of the thesis is to help better understand the post 80s employees and motivate them to show high organizational citizenship behaviors and make better performance finally. Organ(1977:46-53) suggested that job attitudes(job satisfaction and organizational commitment) maybe more strongly related to organizational behaviors. Additionally, Organ(1988a), Organ (1988b), and Organ(1990)has suggested that perceptions of fairness maybe related to organizational citizenship behavior.

The research question is thus:

What are the characteristics of the post 80s employees?

Do the effects of job satisfaction, organizational justice and organizational commitment also apply for the post-80s employees?

Human resources management includes recruitment, compensation, performance appraisal, training and labor relations models, which is a management practice of selecting, training and arranging employees. It has been accepted that human talents and human capital should be trained and retained by the organizations. Hence, it is essential to study the post-80s and 90s generation employee theoretically as a group who would be the main working forces in the long run both

1.2 Value Of The Research

Understanding the post-80s and 90s is very essential for two reasons.

Firstly, it's effective to retain the young talents in organizations and it will be helpful to transfer the knowledge from one generation to another. The statistics have shown that in the coming future there will be much vacancy in the leading positions in

companies because of a larger population born 1965 to 1980 in contrast to the generation Yer (born 1980 to 1995). Over the next two decades in China, more experienced employees born 1965 to 1980 will gradually turn 60(the normal retirement age), and the workforce will be struck by the retirement. Consequently, it is very important to retain the experienced and also the young and potential talents in the companies for cooperation, communications. Derrick, Hudson and Walker (2006:37) concluded that cooperation and communication among the generations become critical in passing along corporate knowledge in the little time remaining.

Secondly, it's important to solve the conflicts and make full use of diversity in organizations. Different perspectives, various values and behavioral styles could have much potential to be a significant contribution to organizational productivity. Instead, organizations and corporations have to be initiative in seeking for methods to make full use of the generational differences in order to enhance the cooperation and transforming of intangible assets.

Managers have to compromise and change in order to lead the company to live and move forward. And they have to keep pace with the times all the time. With the post-80s and 90s entering various industries of the society, the companies should adjust their management practice in human resource strategy. The human resource department should make more detailed training plan and effective motivation policies, train and stock potential talented employee on a strategic perspective. The era that individuals should try to adapt the companies seems to be outdated. In that sense, it's very vital to study the characteristics of the post-80s and 90s employees in the workplace.

The change of the employees determines the change of managing style. While China has witnessed the fastest development since its opening up and reforming 1978, during which China has developed rapidly in economic growing, societal structure transforming and value being pluralistic. Most post-80s and 90s grew up in marketing

economy environment without much memory of traditional culture and indelible impression on previous history and politics. They were no longer managed by the politics while the previous effective management methods spent on the post 60s and 70s were no longer effective. Currently few scholars truly study why the group behaves in that way, or the behavioral reasons and personal characteristics that result in those phenomenon. The thesis, based on the previous study and results, intend to define the characteristics of the group from human resource management perspective. Several qualitative and quantitative analysis have been made in this thesis by the author to elaborate on this problem in order to make up relative research blank space in China.

In reality, the post-80s employees have the tendency to become the main core power in organizations. This thesis tries to research qualitatively on personal characteristics and occupation aptitude angles. Additionally, through empirical research on post-80s employees in Beijing-Tianjin-Hebei region, in this thesis the author made a quantitative study from job satisfaction, organizational justice and organizational commitment. The study could be helpful in providing advice arranging appropriate post-80s and 90s employees into appropriate positions. Beijing-Tianjin-Hebei region is a miniature reflection of a nation. On one hand, companies in Beijing-Tianjin-Hebei region could make appropriate management policies according to the relative study result, improve the management experience on managing young talents through giving enough rights for them to show their enthusiasm, initiative and innovation ability. On the other hand, the research methodology and thoughts could provide reference for larger or smaller level relative research on companies.

1.3 Literature Review And Evaluation

Sociologists divide ten years into one stage as a research object after the Second World War. The post-80s generation means those young people who were born

between 1980 and 1989. In western countries the post-80s, who were growing up with the development of computers and internet, was called generation Y. We have to know the living environment and personality characteristics of the post-80s generation in order to explore the real reason behind the behavior and phenomenon. Currently researches on post-80s generation are not adequate and relative theories are still scattered. The definition on post-80s generation between China and western countries differ and the post-80s employee in different countries and regions show some different characteristics due to the cultural difference. Hence, the chapter will introduce the definition and research from western countries and then elaborate the relative research results in China.

1.3.1 Research On Generation Y In Western Countries

Object of the study is the post-80s generation in China. Due to differences in cultural background, the domestic post-80s generation has differences from those young people growing up in western countries. China's post-80s generation not only grew up based in special characteristics, but also share almost the same idea with other same age youth living in other countries of the world. Therefore, understanding the post-80s generation employee in foreign countries, generation Y in western area, is very important for developing the research in China.

1.2.1.1 The Definition Of Generation Y In Western Countries

Bruce Tulgan and Carolyn A.Martin (2002) firstly mentioned generation Y, calling the youth who were born in 1980s as generation Y. Linda P Morton (2002) proposed five characteristics of generation Y: Firstly, cultural globalization makes it possible for them to have broader cultural values. Secondly, work Internet and new technology (games, music, movies, etc.) affect their learning styles and education styles. Thirdly, they have strong desire to get the equal and proportional payment as the hard work

they have done in order to be recognized. Fourthly, they want to enjoy the work without being controlled by the work. Fifthly they pay much attention to privacy.

Generation Y was also called Millennials, the Digital generation, Echo-boomers and the Entitlement Generation. This is the fastest growing generation in terms of population scale in American labor markets. The academic fields still have disagreements on the definition of generation Y. Almost all the research on generation Y define it according to the time of when they were born. Scholar Sommer Kehrli and Trudy Sopp (2006:51) think that generation Y are the ones who were born between 1975 and 1995 and they are eighty million of them living in America. They started to move into labor markets since 1995. The group of people are seen as relying on new technology and information. They would like to entertain themselves, while sometimes they are thought to be demanding, and are difficult to stay harmoniously in teams. But in much of the west, when one speaks of baby boomers or generation Y, they more or less take the birthdates into consideration. While in China, during the same time span of 1950-2010, it seems to have six generation groups, and they are defined differently and with different names and birth periods. So it would be a oversimplification to assume that generation Y in China is equivalent to generation in western countries like US, Canada or Germany, despite their sharing some similar traits such as being highly connected with social networking sites or information technology.

According to the definition on generation Y, the author found that most definitions are based on the birthdates although they differ from each other on the exact dates. None of them are based on the characteristics and growing backgrounds. All the definitions have much in common on describing the characteristics of the special group. Meanwhile, most research on generation Y focused on those who has already worked . Hence, generation Y in western countries should be those who were born after 1980 has already worked in various organizations. Considering that young people born after

1990 have also started to work now, we reckon that the western research on post-80s and 90s generations has much reference on the similar research in Chinese context.

1.2The Characteristics Of Generation Y

Lancaster & Stillman (2002:67) mentioned that there are four separate and distinct generations working shoulder to shoulder and face to face in our history. While not all experts agree on the age ranges to define the generations, the most common ages stated in literature for clarifying the generations are as follows:

They are:

1. Pre-boomers who were born before 1945.
2. Baby boomers who were born between 1946 and 1964.
3. Generation X who was born between 1965 and 1979
4. Generation Y who was born between 1980 and 1999.

Generation Y has a lot of differences from the past three generations of employees, which could be very challenging for managers. To sum up, generation Y has shown such obvious characteristics as below:

Firstly, generation Y has been involved into life connected with high technology and most young people are familiar with computers and Internet. Hence, the Internet makes it possible for generation Y to have international scope and direct knowledge on modern science and technology. To get information with the help of Internet has already been one of the important core competencies.

Secondly, they are much more self-centered. More of them are willing to work on matters according to their own thoughts from the very beginning to the end. And they have been the most annoying generation from the eyes of older colleagues and senior managers. They are fond of flexible working time and workplaces, but they don't like

to be controlled by the stereotypical regulations in order to achieve the goal of enjoying themselves.

Thirdly, generation Y is very smart, confident and energized. Compared with previous generations of people, they are more willing to feel their contribution and values to the organization, hoping to get both the reward and recognition of their superiors but also the working guidance from their managers. At the same time, generation Y has a very strong sense of heroism, paying much attention on their individual development and growth and pursuing the career success.

Fourthly, generation Y has very high mobility but very low loyalty to their employers. Unlike previous generations who consider their job stabilities, generation Y employees prefer more flexible working conditions and they are not willing to settle down for any work. Another reason for their fast mobility is that they tend to be more satisfied in a short period of time, rather than spend their time and energy as long investment. They are looking for a job, not a career.

Besides, generation Y also pays much attentions to the quality of life and working environment, and it pursues the balance between work and life. Many of the young employees are convinced with the principle that they work to live rather than live to work. S Brown(2009) states that they can achieve a better balance between work and family life, which are better than any previous generation of people.

1.2.1.2 Definition On Post-80s Generation

In China, the post-80s essentially refers to a generation after the family planning policies. The post-80s, in the earliest period, was the nickname of the writers in born

1980 to 1989 like Guo Jingming in China and then it was later widely applied to other areas. Regarding the definition of post-80s, the domestic academia in China doesn't have an unified concept. In this paper, the most original definition of post-80s will be used. It refers to the generation born between 1980 and 1989, which has now grown progressively and continuously move into the society and labor markets. This group was born in the reform and opening period, living in relatively favorable environment. At the same time, some of them are the only children in their family while some are non-single. Due to the impact of the national family planning policy, most non-only child has only one brother or sister. Most of the young individuals of this generation do not care about others and there is much little potential competition between siblings. Lili(2008) stated that compared with the previous generation, the post-80s individuals were more self-centered. According to the definition on post-80s, here we define the post-60s as those who were born 1960 to 1969, have become management and technique cores in organizations. And post-70s is defined as those who were born 1970 to 1979, starting to become the backbone of each organization.

1.2.1.3 The Characteristics Of Post-80s Employees

Domestic research on post-80s in China originated in the literature, which is a call for young writers like Han Han and Guo Jingming. With the sudden emergence of the consuming power from the post-80s generation, consuming behavior research on post-80s generation has been getting more. For the study of management issues on post-80s employees, the generation gradually came into the view of academia and society with a lot of them entering the job market, resulting in the emergence of various contradictions and conflicts. The academia in China, based on their characteristics of the era, has been trying to research in order to have a more in-depth grasp and knowledge of the post-80s employees. In overall words, the post-80s generation, compared with previous generations, has shown some notable features as below:

Firstly, the values of the post-80s turn from dedication to secular angle. During this period of China's opening up and reforming, the planned economy gradually transitioned to a market economy. The entrance of western science and technology, and the western thoughts and culture, caused great shock on Chinese traditional thought and culture. In such an impact, Bond M.H. & Hwang K. K (1995) reckon that Chinese society evolved into a substance-oriented society which emphasizes on utilitarian, immediate value, the pursuit of material things instead of spirit. Compared with the post 60s and 70s, the post-80s employees, growing up in such an environment, compared with seniors, concentrate more on pragmatic matters instead of ideals, beliefs and values. The planned economy brought the fathers peaceful life with little competition, while the market economy gave the post-80s utilitarian values.

Secondly, Zhu M.(2002) stated that the post-80s employees are much more self-centered, and show high expectations of themselves. People born in the 1960s and 1970s basically grew up in families with many children, and parents' love for them is not controllable. So they need to strive for their own low. On the contrary, many of the post-80s employees are the only children in their family (even not, the family mostly only two children, who can still get a lot of love from their parents), and this makes them have very strong sense of themselves and become somehow self-centered. At the same time, a high over-awareness of themselves usually resulted in their over-optimistic estimation on themselves because the community has an optimistic estimate on them.

In addition, the post-80s employees also have a strong sense of entitlement, equality and participation. They wish to be strongly recognized by others and have a strong sense of the pursuit of balance between work and life, yearning for the simple relationships among human beings, etc. Li Chishang(2007:35), based on the management strategies on post-80s employee, provided appropriate and relative advice and management proposals. Li Chishang(2007:35-47)reckons that the newborn generations showed six working characteristics under the new working forces. They

are: they have very diversified values on work and life; they usually have higher level cultural knowledge; they show high respect for freedom and maintains self-assertion; they have prominent personality and are not afraid of power and authority; they enjoy the free mind, free liquidity in their life and job choices; they are willing to take the responsibilities but the self-discipline is weak. Correspondingly, the management and leading should also be against their personal characteristics, and that is to make some changes in the way different from the traditional management, such as building the new type of partnership with them instead of one-way-controlling relationship. Liu Hong (2007:46), from the angles of recruitment and selection, training, motivation and corporate culture four aspects of generation Y employees , analyzed how companies and organizations adjust and change management style based on the characteristics of generation Y employees. Renowned HR expert Luo Yueer (2007) mentioned that the attitude of the post-80s employee on their work, that is they both want to work and also want to play. At the same time, she proposed two management beliefs. The first is one doesn't necessarily suffer before they can become talents. One can have the feeling of happiness through work and jobs, and happiness is included life balance with work. The second belief is that people work for living rather than live to work, and people should learn to enjoy themselves.

1.3.2 Evaluation On The Literature

Generally speaking, the research on the post-80s is still in a very small scale. Because of differences in social and cultural environment, the post-80s generation and the foreign generation Y still have multiple and considerable differences between each other. And the research on post-80s employees must be closely combined with their growing environment.

Scholars in China study the object on a wide range, but in terms of content the researches don't have enough depth. On aspect of research methods, most researched are commonly combined with qualitative methods of analysis, and there is no empirical findings with favorable support.

1.4 Research Methodologies

1.4.1 Research Thoughts

After reading a lot of relative literature on generation Y and post-80s employees from both China and western countries, the author intend to build a system of characteristics of post-80s employees when they are managed in the working places. Through the qualitative research on personnel characteristics and occupation attitude based on previous studies, the thesis aims to answer the hot questions on post-80s management issues and provide appropriate suggestions to some extent. Then through empirical research on the Beijing-Tianjin-Hebei Region post-80s employees, the study will be deployed quantitatively from the angles of job satisfaction, organizational justice and organizational commitment. Finally, based on the theoretical and empirical research, this paper attempts to provide management tactics on managing the post-80s employee and the other newborn generations.

1.4.2 Methodologies

(1) Literature-study Method

Literature-study, one of the basic methods for researching work, is an important method adopted in this research. Before establishing the subject and starting the research, I make full use of resources from database, books, journals and websites, studies literature on generation Y, post-80s employees, employee engagement theory and academic literature on organizational support and organizational justice, etc. Through researching literature extensively, I study related theory and definition, which is preliminary to this research.

(2) Interview Method

In this research, such method as Interview is adopted in establishing each perspective and standard, analyzing and evaluating credibility, effects and results of this research, etc. To ensure a scientific and successful research, I will consult my supervisor and

other professors, my friends and professional employees and hear their opinions in the process of this research.

(3) Questionnaire Survey Method

Questionnaire survey is the crucial method adopted in this research. Founded on the key generational differences identified during literature research, a survey questionnaire will be put together and distributed to employees of the organizations and individuals.

(4) Mathematical Statistical Analysis Method

Statistical analysis method is mainly adopted in analyzing questionnaire results. After obtaining the first hand data, the author analyzes the statistics, studies the relation between variables, and draws the conclusion. In this research, statistical product and service solutions is used to study the variables, evaluate credibility and effects reliability and validity, analyze exploratory factor.

1.5 The Contents

1.5.1 The Contents

The thesis has five chapters :

The first chapter is the overall introduction, which mainly introduces the research background, essence of the study, relative literature review and comments, methodologies and structure and innovations.

The second chapter is descriptive characteristics of post-80s employees in the workplace from five angles. The thesis intends to describe five angles, which mainly includes personnel characteristics and occupation aptitude variables, and job satisfaction, organizational justice and organizational commitment.

The third chapter is the research on the characteristics of the post-80s employees in the workplace. This chapter studies on the personality traits and occupation aptitude, through qualitative research method, literature research. It analyzes the hot management problems on current post-80s employee management. Next, the thesis selects a sample of the Beijing-Tianjin-Hebei region, makes the quantitative research through questionnaires and statistical analysis from job satisfaction, organizational justice and organizational commitment. Finally, the thesis provided advice and tactics on managing the post-80s employees and the coming newborn generations.

The fifth chapter elaborates the research limitations. It sums up the research and mentions the limitations of the research and the research direction in the future.

Chapter 2 Post-80s Employees' Characteristics In The Workplace

2.1 Defining The Scope Of Characteristics Of Post-80s Employees

Human resources management includes recruitment and selection, compensation, motivation, performance appraisal, training modules, which are the direct management practice on human talents. Focusing on personnel training and emphasizing on talents retaining have been overwhelming accepted by majority of companies and organizations. People began to focus on the whole process of a full range of human resource management. When the post-80s gradually become the main working forces in the working places, it is necessary to deeply analyze their characteristics when they are managed in working conditions both from the perspective of theory. It will provide the basis for improving corporate governance practices. Therefore, this thesis will define the scope as: In the perspective of human resource management, we try to grasp the static characteristics shown by the post-80s employees as well as their dynamic characteristics when they are hired by the employers. In this way, employers and society can move proactively to enhance collaboration and the transference of knowledge and experience.

2.2 Defining the scopes and research angles

According to the scope of characteristics when the post-80s employees are managed, we divide the characteristics into static and dynamic ones. Based on the division, we will elaborate the characteristics one by one.

Firstly, the statics shown by the post-80s employees will be presented from the perspective of human resource management. Nowadays, when human beings turn

from the industrial age into the era of knowledge economy, we to put people back to complex social systems, through which we can get to understand human beings deeply from social, economic, cultural, historical, institutional, psychological angles.

Personality traits are psychological and behavioral characteristics of a person who frequently shows and repeatedly appears. These features will reflect a person's overall mental outlook and behavior styles. Occupation aptitude reflects one's occupational personality. The personality traits of the post-80s employees in China showed are very different from the seniors in the past decades, and the current young employees are more likely to be loyal to their occupation and career rather than any organization.

Hence, it's very important to concentrate on the personnel traits and occupations aptitude of the post-80s employees. And the thesis set the two variables as two basic research angles on the characteristics when the young employees are managed. In order to dispel the misconceptions about the human resource management department, many scholars began working on the relationship between human resource management practices and organizational performance. Anastasia A. Katou(2008,119-142)showed the role of human resource management played in improving organizational performance. The attitude variable includes job satisfaction, organizational justice and organizational commitment. Organizational human resource practices have an effect on the personal performance and organizational performance through the influences of employee's job satisfaction, organizational justice and organizational commitment. At the same time, these variables are presented as a base for enterprises to adjust and improve its management practices. Therefore, this thesis will define the job satisfaction, organizational justice and organizational commitment variables as important perspectives.

To sum up, the characteristics will mainly be personnel traits, occupation aptitude, job satisfaction, organizational justice and organizational commitment. These five variables are closely related with the performance of the whole organization, and

companies, as profit-organizations, are intentionally caring about the performance. Next, the thesis will try to explore the relationship between the characteristics and the organizational performance, further demonstrating the importance of establishing the concept and perspectives of post-80s employees' characteristics when they are managed.

2.3 The Correlations Between The Characteristics And Organizational Performance

2.3.1 The Correlations Between Performance And Personnel Traits of Post-80s Employees

Ernest Tupes and Raymond Christal(1991) advanced the "Big 5" personality traits. The five broad personality traits described by the theory are extraversion, agreeableness, openness, conscientiousness, and neuroticism. It also provides more powerful evidence on the relevance between job performance and personality traits. Due to the introduction of the big five personality traits structure, employers started to accept making the personnel tests in recruitment and selection, even promotion process.

Barrick, Murray R and Mount, Michael K(1991:44) drew that the big five personality traits can help to estimate the job performance of individual and groups. And that Conscientiousness is the stable and effective predictable source, and the predictability of other four dimensions are restricted to certain groups and performance goals with very little relations. To summarize the results, the author drew the conclusion that the big five personality traits can be beneficial to predict the job performance, especially the context performance. Of the five traits, Conscientiousness plays the most effective part, in predicting various types of jobs and performance standards. Agreeableness is

better for predicting service jobs and Extraversion is better for predicting the performance of management jobs.

Since the 1980s, worldwide organizations have experienced many innovations. On one hand, the freedom of economic globalization led to a significant increase in multinational companies. On the other hand, the rapid development of information technology has had a profound impact on changing enterprise management model, frequently changing people's behavior patterns and lifestyles. Application of layer management, specialization and pyramid type of layers management was gradually replaced by team-based organizational structures. With a wide range of team-based organizational structures applications developing, the successful operation of the team or not, greatly affects the survival and development of the organizations. Teams can generate positive synergies through the joint efforts of the members, so that the level of team performance is much higher than the performance of individual members. Organizational performance is not a simple addition of individual performance, but is reflected through the team performance.

Neuman and Wright (1999) reckon that personality has extra predictability on team performance. And the agreeableness has positive relations with personal skills. Through controlling the effect of working skills and general cognitive skills, conscientiousness and agreeableness can effectively predict the team performance. Greg L. Stewart and Murray R. Barrick (2000:43) prove that conscientiousness and the cooperation process variables has much positive relations with the team performance. Zhang Haifeng and Li Xueyang (2003:38) found that the post-80s employees showed high openness to experience, low emotional stability and low conscientiousness features. While in term of teams, the extraversion shows upside down U type relation with the team performance. That's to say, the team of post-80s employees can achieve sound performance if their extraversion could match with the personality traits of other team members at an appropriate angle. Li Haiyun (2004) found that the highly

neurotic personality of the post-80s employees makes the relations among team members weak and low in trust, which destroys the base of team and affect the performance of the whole organization

Agreeableness has four dimensions: trust, openness, altruism, obligation. It is seen as the necessary traits of social interaction. Members with high agreeableness care about the others' need and are more willing to cooperate. The agreeableness level of the team members can influence the team performance when they are doing the teamwork. While the post-80s employees pursue simple human relations and show high openness, lacking the other traits of agreeableness.

The close relation between conscientiousness and team performance has been widely accepted and recognized. Lepine(1997) states that team members with low abilities, compared with team members with low level of conscientiousness, can do much better in conquering the difficulties to communicate and bring better team performance for the organization. Conscientiousness is controllable, and the other members will be angry and unsatisfied with the low conscientiousness of some members. In that way, they are not willing to provide help. Abilities are not controllable, so the backup behavior of helping the teammate with low ability is seen as reflection of relation oriented performance. This means the high neuroticism and low conscientiousness of post-80s employees not only prevent them from doing positive contributions to the organizations but also decrease the other members' willing to provide backup for the weak members. This will results in bad performance of the whole organization.

2.3.2 The Correlations Between Occupation Aptitude Of Post-80s Employees and Performance

John L. Holland(1958) put forward a theory of careers and vocational choice based upon personality types, which became the most widely used personality theory. The theory reckons that job satisfaction, job stability and career achievement are determined by the matching between the personality and working environment of the individual. Everybody has his or her specific competency model and personality model. While certain competency model and personality model is relative with certain jobs. Organizations and companies have been seeking for the most matching employee who recognize their organizational culture. Usually in this case individuals and organizations can achieve the best performance. On one hand, the occupation aptitude can directly influence the job satisfaction and individual performance. On the other hand, clarifying the occupation aptitude of employees is the base for helping employees to do career planning and career management.

Daniel c. Feldman (1996:145-161), based on the occupation aptitude theory carried out the theoretical research on influencing factors of job satisfaction, job stability and working efficiency with different types of employees. The author draw the conclusion according to plenty of research.

Firstly, occupation aptitude and work environment have the positive correlation with job satisfaction and job stability. Secondly, employee's age, the working hours the employee has spent and work experience has positive correlation with the stability. Thirdly, occupation aptitude stability, occupation aptitude and the working environment have the positive with job satisfaction and job stability. Fourthly, employee self-awareness and ability, and the extent they concentrate on their jobs have the clear positive correlation with the occupation aptitude. Fifthly, the matching degree between the occupation aptitude and working environment are positively related with job satisfaction and job stability. Sixthly, job satisfaction and job stability of the employee with single occupation aptitude has higher tendency to be stable than the employee with multiple occupation aptitude tendencies.

Clarifying the employee career aptitude is the basis for employee career planning and career management. Mosammod Mahamuda Parvin(2011,113-123) did empirical research on employees proving that career management has a positive impact on employees' organizational commitment, and job involvement, job performance and employee satisfaction. If companies pay attention to career management of employees, they will be able to train the employees and remain them in the organization, actively motivating them to contribute to the organization to achieve win-win success. With the team based structure being accepted widely nowadays, organizational performance is not a simple sum of individual performance, but reflected by the final team performance.

When employees with different career aptitudes formulate the team, the entire team will be showing some features of professional aptitude. He also found the adjusting effects career opportunities played between job stability and occupation aptitude. That is, when one guy can easily find another job, he has more chances to leave the current company. While he will retain in current company if he career opportunities are few. The number of annual university graduate students have been growing steadily from 1.0363million to 6.247million from 2001 to 2012. The post-80s employees are facing a lot of pressure on job hunting, especially after 2008 during when the financial crisis led to lack of employment opportunities. In that situation the employees have to stay in their original employers even if they want to jump to another, which temporarily hide the employee's complaint and to their working organization. Traditionally the staff turnover rate has been used to measure the extent of the turnover in a organization. Nowadays it is bias to reckon that employees in low staff turnover rate companies are more loyal. The employees who don't work hard or haven't been made full capacity of should also be taken into consideration. If SGGA(State Grid General Aviation Company, abbreviated as SGGA) has a lot of talents who are not fully made capacity of, there is a serious internal wastage of talent.

The hearts of these employees are no longer in the current organizations. The financial crisis is a disaster, but it also provides the businesses with a grace period of temper management opportunity of internal strength. Companies and organizations should take advantage of this period to focus on post-80s employee career counseling services, motivate and lead the young people to know better the community and themselves.

2.3.3 The Correlations Between The Dynamic Characteristics Of Post-80s And Performance

Human resource management has an impact on performance through its influence on organizational climate, employee attitudes and behaviors. Job satisfaction, organizational justice and organizational commitment are very important mediating variables which play very important roles in the mechanism of action. They are also very popular and wild used variables of employee attitude in management research area.

2.3.3.1 Job Satisfaction and Performance

The level of job satisfaction will directly affect the level of individual performance, which is the earliest argument about job satisfaction and individual performance. In 1930s, human relations schools advocate that job satisfaction lead to high job performance and low job satisfaction leads to low job performance. There is simply a significant positive correlation between job satisfaction and job performance. The school representatives, George Elton Mayo, who did the from Hawthorne experiments from 1927 to 1932 in the Western Electric Company. The experimental results showed the positive correlation between work attitude and performance. Positive attitude is beneficial for improving the productivity. Many latter scholars and research have provide empirical and theoretical support for the argument of Mayo.

While in 1955, American behavioral scientist Brayfield and Crockett draw the opposite conclusion through their research and investigation. They reckon that there is no evidence that the employee attitude have purely simple and obvious correlation with performance. The study showed that job satisfaction doesn't have a single positive correlation with performance, and sometimes has no correlation at all. Lu Peng(2006:35-42) in China has done a research that support the argument. In stated-owned companies there are many cases of high satisfaction and low performance. Sometimes there is the phenomenon of low satisfaction with high performance.

The reason of the phenomenon is usually because of following reasons.

Firstly, some employees regard the salary or reward as their primary goal, in that way they have to retain high productivity as the tool to realize the goal even if they hold the negative attitude. Secondly, human being have multiple need. When the basic living need is satisfied, the employee may think more about their own esteem and self-realization. In that case, the performance comes from the inner motivation rather than the influence of the organization. To sum up, the companies should have been spending time and efforts to increase the job satisfaction of employees from the perspective of sustainable development of organizations. Especially for the post-80s employee, the outdated behavior like killing the goose that lays the golden eggs, can not be tolerated.

2.3.3.2 Organizational Justice and Performance

The targets of organizational justice can be divided into three areas: performance effectiveness(the capacity of individuals, work groups, departments or organizations to produce certain products with a certain quality and quantity, such as individual performance, organizational performance, etc) ,collective consciousness(the

competitiveness and sustainable development ability of an organization, such as employees' organizational commitment, turnover intention, organizational citizenship behavior, etc), personal value(the degree of personal respected satisfaction, job satisfaction, and self-realization, etc).

The correlation between performance and organizational justice lies in the effect distributive justice and procedural fairness has on performance. J. Stacy Adams(1963) states that if employee feel that their investment and return reach the equality, they will work hard and be dedicated. If not, they may reduce the level of effort or at most reach up to the job requirements. The realization of procedural fairness could ensure the long-term interests of employees and has a positive impact on performance. In terms of the collective consciousness, distributive justice, procedural fairness can effectively predict the affective commitment (the extent to which employees identify their organization and regard the organizational goals for their own goals) of organizational commitment.

2.3.3.3 Performance And Organizational Commitment

In terms of the correlation between organizational commitment and job performance, Jeffrey Arthur(1994,670-687)showed that organizational commitment and organizational performance is relatively small. But Neha Kumari and Nishat Afroz(2013,01-06)reckons organizational commitment is attitudinal variables or and it has on a decisive the impact employee behavior. So reasonable analysis techniques methods should be taken to determine the true correlation between the two. Her research shows that the correlation coefficient between the real organizational commitment and individual performance is 0.22, which has significant sense. On this basis, she further made a buffering effect analysis and found that the correlation between organizational commitment and different types of positions are quite

different. Correlation between organizational commitment and white-collar employees work performance is significantly higher than that between the blue-collar workers' organizational commitment and job performance correlation. Withdrawn behavior of employees mainly lies in turnover intention, attendance rate and other aspects. Steers found in his study that organizations can enhance employees' wishes and aspirations to retain through organizational commitment.

Ngo and Sharon(2006,101-120), based on social exchange theory, examined the correlations among fairness perception, perceived organizational support, organizational commitment and turnover intention. Their study showed that affective commitment has a negative correlation with turnover intention, and perceived organizational support is mediating variables of affective commitment and turnover intention. Although the organizational commitment's impact on withdrawn behaviors doesn't have direct effect on performance, those unsatisfied employees are like to look more at home across the street. It's impossible to rely on them concentrating on work and their individual performance will surely be affected

2.3.4 Summary

To sum up, the analysis and elaboration between the performance and the five variables, be fundamental to improve the post-80s employee management and improve organizational performance.

Chapter 3. Research On Characteristics Of Post-80s Employees In The Workplace

This chapter elaborates the qualitative research on personality traits and career aptitude of post-80s employees through literature research and logical reasoning approach, and analyzed and explained hot issues in the field of post-80s employees management with two angles Next, job satisfaction, organizational commitment and organizational justice were studied through the method of empirical research and survey.

3.1 Qualitative Research On Static Characteristics Of Post-80s Employees

3.1.1 Personality Traits Of Post-80s Employees

Personal trait, reflect a person's overall mental outlook and behavior style. Youth period is a critical period of the formation of personality. The fact that the post-80s are significantly different from their predecessors in personality traits is inseparable from the growth environment. According Ye Nanke's(2004) study on marginal personality, modern people are often in a normal but unhealthy, bad within controlled state in rapidly changing society. People with this personality are often contradictory between the behavior and attitudes. But a number of conflicting factors also continue help the personality to adapt to and resist changes outside world, finally brewing a stable personality between healthy and pathologically uncontrolled- marginal personality. Yu Yanxiao(2007) carried out an empirical research on 400 students in universities in Jinan, and summarized following marginal personality traits of contemporary Chinese youths:

1. Marginal behavior patterns. In terms of behavior, marginal behavior characteristics of post-80s include three aspects: The first is social behavior. Youths sometimes take active participation in social affairs and sometimes work like spectator. The second is relationship behavior. Youths have been suffering from the conflict between a strong social norms and consciousness. The third is consumer behavior. There is usually a huge gap between on consumption ability of youth and their consumer behavior.

2. The Confusion of role recognition. In terms of role recognition, young people are often confused and distressed. The main reflections are:: First, the confusion of individual roles recognition. Contemporary youths often have of the confusion of who they are. They are easily bogged into personal identity crisis; The second is the tendency of escaping from social roles, and they don't take the societal and life problems raised as their own.

3. Some young people are try to pursue their own personality with seeing the restrictions of regulations. For example, some of them are too confident or desperate. The existence of unhealthy mood will make the youths feel confused.

4. The challenge of values. In a free society, the individual values of youths in China often contradict with the societal values. Many post-80s will retreat when they are faced with challenges.

The reason of the post-80s, who as the main force of contemporary youths in China show such characteristics are because of the following reasons: Firstly, from the individual perspective, the formulation of marginal personality traits of youths is correlated with their social status and complexity of psychology of youths. This is the internal reason. Secondly, from the perspective of society, the social culture (the rapid development of social culture, the enlargement of freedom choice in social culture, the uncertainty of culture development)has an macro impact on marginal

personality traits. Additionally, education is the micro institution that helps to formulate and develop the marginal personality traits of youths. The lack of personality education, domain values publicity, etc, is the key factor that results in the marginal personality traits.

Since the history moves on, the big five personality traits theory has been widely accepted by the academia and the society. The personality traits are comprised of neuroticism, extraversion, openness to experience, agreeableness and conscientiousness. Zhang long(2007) carried out the empirical research on 260 knowledge workers in Jinan area based on the big five personality traits. He found that the post-80s generation has obvious difference in openness to experience from the senior generations. The post-80s employees score higher in curiosity, imagination, art, etc. This means they are more creative, curious, and are more willing to break the traditions, and have very high openness with external matters. In terms of conscientiousness, the post-80s employees score lower than the seniors. This means that they are more scattered, careless, poor in self-controlling, weak in defining their goals. Additionally, the post-80s are more easily get stressed and worried. The post-80s employees are identically thought as confident, energetic, creative, imaginative. Meanwhile, they are accused of self-centered, lacking conscientiousness etc. To sum up, the post-80s show high neuroticism, extraversion, openness to experience, while they lack the agreeableness and conscientiousness.

3.1.2 Occupation Aptitude of Post-80s Employees

When interest is connected with career-related activities, it is called occupation aptitude. Occupation aptitude plays an important role in people's career activities, having an impact on career orientation and career choices. It can also develop capacity of employees to inspire them to explore and create matters, enhancing

people's career adaptability and stability. Hence, occupation aptitude, as the characteristics of post-80s when they are managed, should be taken into serious consideration.

Employees can give full play to their expertise only when they find the appropriate jobs matching for them. While the personality-occupation type matching theory is based on the theory of personality psychology. It overlooks the effects organizational situation has on personnel values. In practice, it is often used as a tool for recruitment and selection of employees. Edgar Henry Schein(1965) emphasized the importance of work experience and put the employees into specific organizational situations. In that way, the employees will treat their occupation choices in the long run and continuously explore their own talents and abilities, basic values and perceptions of motives and needs.

On the one hand, the post-80s employees are like the senior generations, whose occupation aptitudes can be summarized by the career anchors. But their occupation aptitudes are widely distributed, and have the tendency of managerial, innovation and independent style. On the other hand, for the post-80s who has moved into the workforces for only three to five years, they are still at the early stage of their career. So the main task of them are developing their capabilities and expertise, building the foundation for the promotion or growth, re-measuring their career aptitudes according to their values. As employers, the companies and organizations should pay attention to the career management of employees, to providing career counseling service for the post-80s employees to help them know themselves better. Better matching between the employees and their career aptitudes would be beneficial the improvement of organization and individual performance.

3.1.3 The Static Characteristics Of Post-80s Employees And Hot Issues

This chapter will try to explain phenomenon from the perspective of job burnout,

organizational citizenship behavior and turnover.

3.1.3.1 The Static Characteristics And Job Burnout

Maslach,C(2003,189-192)reckons that burnout is compromised of exhaustion, cynicism and inefficacy. Exhaustion refers to the feeling of running out of psychological resources (emotional, cognitive, etc.). Cynicism is a negative, indifferent or isolated reaction on multiple aspects of the work. Inefficacy is the combination of low self-efficacy, the lack of a sense of accomplishment and creativity. It's inevitable that people are facing more work pressure with the economy transition and opening up in China.

The characteristics of post-80s in the workplace can be explained from the premier three aspects. Firstly, from individual level, the post-80s basically didn't meet with any obstacles when growing up, and are have strong sense of confidence and respect. Secondly, from the occupation, the policy of job assignment on graduation has been cancelled that the post-80s can hunt for jobs according to their own willing. The career service in universities is not complete so that the post-80s has no way to know their real occupation aptitude, pros and cons. The post-80s will not compromise out of the jobs they are not satisfied with, so they will try to explore their occupation aptitude and their status. Thirdly, from the organizational perspective, the post-80s generation is a generation with low level in mental maturity and low level in social common sense. They can't correctly deduct the thoughts, emotions of others, not even take others into consideration. Bored with complicated human relations, the post-80s who are not good at 'Guanxi' in China, are easy to generate bored feelings about the environment around.

3.1.3.2 The Static Characteristics And Organizational Citizenship

Behavior Of The Post-80s Employees

Organizational citizenship behavior refers to the kind of behavior not directly stated in employee's job specification, but able to maintain and boost organizational society and psychological environment, so as to further support task performance. Organ (1990) proposed the five-dimensional structure of organizational citizenship behavior—Altruism, Courtesy, Sportsmanship, Conscientiousness and Civic Virtue.

The post-80s employees' characteristics, such as self-centeredness, being selfish and eager to seek fame and gain with high personnel fluidity, have manifested the egoism of the "post-80s" generation to some extent. With the gradual development of socialist market economy, the post-80s generation is under competitive environment from time to time. The competition is fiercer in economic organizations such as enterprises where employees build economic foundation for life. While working in enterprises, employees have to constantly consider personal issues, such as job, housing, medical treatment, marriage, education, employment, etc. In enterprises, employees are more like economic men aiming to realize one's own utility maximization.

Moreover, as the post-80s employees live in market economy since birth, their fundamental values prefer to identify them as "economic men" while their high-profile personality makes the preference obvious. In the meantime, the post 60s and 70s sharing the same market economy with the post-80s have to inevitably play the role as economic man and do what an economic man should do impersonally during their work in enterprises. However, at the key development phase of their values, social planned economy system was in its best time while politics and moral education broadcasting "being impartial and focus on serving others" were nationally widespread in China. As a result, in the fundamental values of the post 60s and 70s, they are against their role as "economic man". The conflict between the deep-seated

resistance and identification has resulted in managers' complain about their post-80s employees' egoism in current workplace.

Altruistic behavior can be divided into positive altruism and negative altruism. Positive altruism means behavioral agent helps specific object obtain profit from certain activities. Negative altruism means behavioral agent restrains himself to ensure the other person involved can enjoy priority. Altruistic behavior can refer to different subjects. However, the subject priorities vary with different historical periods. The post-80s employees' characteristics, such as weak sense of discipline, low obedience and contempt of authority, have manifested that the objects for the post-80s altruism change from the honored to those powerful ones. Powerful ones refer to the winners in competition while the honored refer to those possessing high status. In developed western capitalist countries, the principle is to give the powerful ones priority while taking care of the weak at the same time. In these countries, competition is promoted and individual efforts are emphasized. This phenomenon accords with the internal law of market mechanism. Both the exterior and interior parts of the post-80s altruistic behavior obviously tend to have the feature of giving priority to the powerful ones.

However, although the nation was implementing planned economic system, broadcasting to protect the weak, and emphasizing on average arrangement in the key development phase of the values held by the post 60 and 70s, the average arrangement pro forma was gradually replaced by strict grading system. In the later, the tendency of offering priority to the honored had been very clear, some leaders were even deified at that time. Moreover, in the Confucian culture of China, the thought of "being loyal to the emperor and being filial to parents" also advocates the honored should be given priority. Therefore, there exists the fundamental conflict between the altruism of the post-80s aiming at the powerful ones and the altruism of the post 60s and 70s aiming at the honored. It is especially true when the post 60s and 70s are in the honored status for the post-80s. According to the altruistic tendency of giving

priority to the honored, the post 60s and 70s should be respected and can have the right to enjoy priority. Meanwhile, the characteristics of the post-80s, such as poor sense of discipline, low obedience and holding contempt of authority, make it impossible to realize the benefit in this part.

It has been found in the *Network-based Ideological Education* that network-based altruistic behavior is widespread among university students nowadays, mainly including providing information consultancy for free, offering resource sharing for free, giving guidance on technologies or methods for free. On one hand, with the development of the times, it can remind enterprises of the new features in the manifestation patterns and approaches of the post-80s employees' altruistic behavior. On the other hand, it can also inspire enterprises to enhance the post-80s employees' altruistic understanding and behavior while providing them with a good platform for interpersonal communication and interaction by setting up altruistic network communities for mutual assistance. In this way, harmonious organizational climate can be formed with enhanced organizational cohesion.

3.1.4 Static Characteristics and Turnover Of Post-80s Employees

The post-80s generation is often criticized for high fluidity. The "2007 Annual Survey of Chinese Enterprise Employee Engagement Index" published by ChinaHRD.Net said that compared with people born in other age groups, young men born after 1980 did not have long working years, but they devoted to work the least. 2800 effective questionnaires were received for the survey in total. Among the interviewees, 51.6% of them had college degree while 34.2% had bachelor degrees or above. The survey report believed that one outstanding characteristic held by young men born after 1980 was they would rather choose "job-hopping" or "passive resistance" than "positive suggestion" when faced with difficulties.

If an employee generates turnover intention, it doesn't mean he/she will have actual turnover behavior or will have it immediately. The process from having turnover intention to take actual turnover behavior can be adjusted by various factors, such as job-hunting behavior, aware job opportunities outside organization, and perception of one's employability. Therefore, a large number of employee's turnover behavior can leave adverse impact on the long-term development of enterprise in many aspects. As during this period, the employee "lives in the Cao camp but with his/her heart in the Han camp". It's unpractical to count on his/her undivided attention to work.

The post-80s employees are in the early phase of their career life, and they are in basic positions in general. As a group lack of working experience but with high education background and knowledge-based employee's characteristics, the post-80s employees pay much attention to the development and manifestation of their own skills and specialties in the early phase of their professional career development in order to lay a foundation to improve or enter other field for horizontal career development. They will reevaluate their original career aspiration according to their capabilities, values, and the opportunities and restraints in organization to decide whether it is still proper to stay in the organization or to find balance among their own need, restraint offered by organization and opportunities in organization. When an employee's own value and vocational self-view are in non-conformance with the value of the enterprise, he/she is hard to get involved in the enterprise, and thus may plan to leave it.

But it is not definitely certain that turnover intention will turn into actual turnover behavior. Job seeking is a powerful and direct predictor of turnover. However, some related researches have found employees' turnover may not be driven by reasonable or external job offers. For post-80s employees, on one hand, as universities have cancelled job assignment system on graduation, they have the awareness and will to freely select jobs according to their own interests and specialties, however, the

realistic conditions make them have to actively or passively “select jobs after getting one first” due to increased university enrollment and high employment pressure. And later, after the post-80s start working in the early phase of their career life, it’s difficult for them to make clear professional orientation.

With the consciousness of free career deeply embedded in mind, the post-80s won’t be glad to stay in the jobs they have compromised to get. In addition, the post-80s employees’ personalities are partial to openness to experience, extroversion and nervousness. As a result, their sense of responsibility is comparatively low, and makes their rationality and sense of duty weak. Unlike the post 60s or the post 70s, the post-80s tend to take adventures. They have poorer tolerance for the discomfort they feel in the enterprises or job positions. Instead of tolerating the pain from uncomfortable jobs and changing themselves to adapt to the environment, the post 80s will continuously try to find their occupational orientation and make clear occupational positioning. During the process of this exploration, different enterprises may become the temporary platforms for the post-80s employees to find and develop themselves with clear self-positioning.

Moreover, the reorganization, merger and layoff happened worldwide in recent years have indicated that enterprise cannot and are unwilling to give employees commitment. Although many organizations have frequently claimed their employees are the largest assets for them, few enterprises have practiced what they preach. The Youth China Culture Study(2009) reported that the post-80s employees tend to be loyal to themselves, their professions and their career life.

3.2 Empirical Research of the Post-80s Employees’ Characteristics In The Workplace

When a post-80s one is employed as a member of an enterprise, he/she will be within the human resource practice range of the organization. The human resource practice of the organization assesses the performance of the post-80s employee and the whole organization through the intermediate function generated from attitude variables of the employee's job satisfaction, organizational justice and organizational commitment. The characteristics manifested in these attitude variables can help the enterprise regulate and improve its management practice, so as to provide important proof for the best fit of employees' characteristics of being employed.

1. Job Satisfaction. Job, which exists to reach organizational goals, is the synthesis combining the management behavior in enterprise level and management personnel level. Spector P.E(1997) states that job satisfaction is employee's personal comprehensive feeling about work based on his/her internal factors and involved environmental factors. It is an attitude or emotion reaction for working circumstances. Job satisfaction is an important psychological index in enterprise management. Many empirical studies conducted overseas have suggested there's certain relation between employee's job satisfaction and several organizational characteristics. For example, job satisfaction is in positive correlation with organizational citizenship behavior and in obvious negative correlation with absence and turnover.
2. Organizational Justice. Adams,J.S(1963,422-436)defines that organizational justice refers to people's justice feeling about organizational environment. There are three forms included: allocation justice, procedure justice and interaction justice. Organizational justice can affect employee's perspective and behavior about the enterprise. When people feel something is unfair, they might cause a series of reactions, including bad working quantity and quality, absence from duty, and slowing down at work. In this way, organizational commitment and work performance will become weaker while the cooperation and mutual assistance between colleagues and teams will be reduced.
3. Organizational Commitment. Becker H.S(1960,32-66)stated that organizational

commitment refers to the level for how much employee agrees with the organization and its goals, and the degree of how he/she hopes to maintain organizational membership. Organizational commitment is the tie to connect employee and his/her organization; it is also employees' direct expression on organizational attitude and behavior, reflecting how badly the managed employees accept the management characteristics of their enterprises. Organizational commitment is closely related to work performance and job satisfaction which the managers pay much attention to. It is one of the proofs for establishing management policies, strategies and enterprise culture. To well manage organizational commitment can improve employees' work performance, enhance their work satisfaction, and lay a foundation for realizing the organizational goals finally. More and more researchers have found that many management measures, especially the basis and source of human resource management measures, can not only well explain the relations among many variables, but can also help predict work performance, turnover intention, turnover rate and the situation of absenteeism and counterproductive work behavior, and other issues that human resource managers care much about.

An enterprise and its employees are a win-win combination. Employees create performance for the enterprise by spending their time and energy while the enterprise satisfies the employees' needs in material and spirit. Employees' job satisfaction, organizational justice and organizational commitment are the resources for the enterprise to measure its employees' satisfaction of their current situation, and the intermediate variables and fundamental guarantee for the enterprise to realize its performance. Therefore, Employees' job satisfaction, organizational justice and organizational commitment have always caught great attention from enterprises. They are frequently used concepts for the research of employee's attitude in human resource area and important constituent parts of employee's characteristics in the workplace. This research has selected these three dimensionalities to conduct quantitative research. On one hand, the abundant theoretical basis support can make

the research results convincing both in theory; on the other hand, this research can make up the current shortage for related field study in China.

3.2.1 Research Idea and Design

Beijing-Tianjin-Hebei region is another economic zone with prosperous development after the rise of Pearl River Delta. Economic development momentum in Beijing-Tianjin-Hebei region is very strong. It has created numerous job opportunities, attracting the graduates all over the country. In the meantime, many first-rate institutions of higher education and thousands of colleges and universities (like Tsinghuang University, Peking University, Tianjin University, etc) have been established in the Beijing-Tianjin-Hebei region, offering graduates great opportunities and convenience for making decisions. Hence, the Beijing-Tianjin-Hebei region is one of the post-80s employees' most favorite areas. This research has taken the Beijing-Tianjin-Hebei region as the zone sample and made empirical quantitative research and analysis of job satisfaction, organizational justice and organizational commitment in the post-80s employees' characteristics in the work place.

3.2.1.1 Research Objects and Sampling

The questionnaires have been given in anonymous form. The main research objects are the post-80s employees working in Beijing, Tianjin, Shijiazhuang and Tangshan which are the four representative cities in the Beijing-Tianjin-Hebei region, among which, the questionnaire survey conducted in Beijing was restricted in one enterprise and the survey results obtained in Beijing has been used as the reference for analysis. For other cities, the selected samples come from different industries, areas and job categories to the greatest extent, in order to build certain representativeness in the sampling.

While choosing appropriate survey methods, except that the survey in Beijing area is done through the official channel offered by the human resources department of the enterprise, the other questionnaires have been issued to acquaintances, friends and their colleagues and have been returned by email which is fast and convenient.

3.2.1.2 Statistical Analysis Tools

Microsoft Excel and Statistical Product and Service Solutions software package have been used for the statistical analysis of the questionnaire data collected in this research. The main analysis methods include descriptive statistical analysis and Pearson's related analyses.

1. Descriptive Statistics

According to the statistical results obtained from the samples, this research has made descriptive statistics for each index of the post-80s employees' job satisfaction, organizational justice and organizational commitment in Beijing, Tianjin, Shijiazhuang and Tangshan; and has shown the statistical results in Excel so as to get preliminary quantitative understanding of the above three dimensionalities used to analyze the post-80s employees' characteristics in the workplace in these four cities.

2. Correlation Analysis

This research regards Beijing, Tianjin, Shijiazhuang and Tangshan as a whole and conduct related analyses on the five sub-perspectives of job satisfaction, the three sub-perspectives of organizational justice and the five sub-perspective of organizational commitment in order to find the correlations between each sub-dimensionality of job satisfaction and organizational commitment, and between each sub-perspective of organizational justice and organizational commitment.

3.2.1.3 Research Methods and Process Design

This research has proceeded according to the procedures as follows:

1. Extensively search and study related materials at home and abroad. Collect reference materials related to job satisfaction, organizational justice and organizational commitment by searching various databases in order to understand the research situation of job satisfaction, organizational justice and organizational commitment which can be regarded as the proof to build research structure and answer related questions. In this way, the questions need to be solved can be proposed and preliminary conception can be established.
2. Decide the title and structure of research scale according to the scale of domestic and foreign measurement on job satisfaction, organizational justice and organizational commitment.
3. Testing: conduct testing for the questionnaires among the testing subjects. Clear instructions will be provided in the first part of each questionnaire, informing the tested objects that all questionnaires will be given statistical analyses in anonymous forms and all data will only be used for scientific research with no relation with any enterprise, so as to eliminate the tested objects' worries and inspire them to answer all questions based on their real thoughts.
4. Apply Microsoft Excel and Statistical Product and Service Solutions to make statistical data analysis. Analysis methods include descriptive statistics and Pearson's correlation analysis.

3.2.2 Questionnaire Establishment and Data Collection

3.2.2.1 Establishment of Initial Questionnaire

Based on the conception and target of this research, this research questionnaire is designed after summarizing previous research results and turning to related references at home and abroad. The questionnaire is divided into four parts:

1. Job satisfaction Scale

The definition of job satisfaction in this research refers to the definition of overall satisfaction which means employee's feeling or emotional reaction to each job field or all fields as a whole. The questionnaire used for job satisfaction in this research refers to short Minnesota Satisfaction Questionnaire. It can be divided into five sub-perspective to measure the post-80s employees' job satisfaction level:

- 1) Satisfaction to leadership behavior: it involves leader's capability, attitude, job recognition degree, and work communication. There're five questions in total (Question 6, 8, 15, 16 and 19);
- 2) Satisfaction to management system: it involves enterprise systematic management, participative management, management philosophy, and enterprise culture. There're five questions in total (Question 10, 11, 12, 18 and 20);
- 3) Satisfaction to work return: it involves salary, welfare, training & development, and working condition. There're five questions in total (Question 3, 5, 7, 13, 21);
- 4) Satisfaction to teamwork: it involves communication with colleagues, relations with colleagues, and cooperation efficiency. There're four questions in total (Question 2, 14, 17, 22);
- 5) Satisfaction to job motivation: it involves interest in work, ability

manifestation, and achievement. There're five questions in total (Question 1, 4, 9, 23,24).

There're twenty four questions in this scale. Seven-point scaling system is applied as scoring formula. All scores are calculated by forward-direction scoring method. From "Very Unsatisfied" to "Strongly Agree", one to five scores should be given correspondingly. The higher the score is, the more satisfaction representative employees can get at work.

2. Organizational Justice Scale

The organizational justice scale used in this research refers to the Distributive Justice, Procedural Justice and Interactive Justice Scale established by Niehof, which three sub-perspectives:

- 1) Distributive justice: it assesses the degree of how fair an employee thinks his/her job distribution result is. There're five questions in total (Question 1, 4, 7, 10 and 13);
- 2) Procedural justice: it describes the degree of how the formal procedures operate and whether the implemented procedures have considered employees' needs. There're five questions in total (Question 2, 5, 6, 8 and 15);
- 3) Interactive justice: it involves how employees think their needs are considered in strategy making and how much explanation they believe to be obtainable after strategies are made. There're five questions in total (Question 3, 9, 11, 12 and 14);

There're fifteen questions in this scale. Five-point scaling system is applied as scoring formula. All scores are calculated by forward-direction scoring method. From "Very Unsatisfied" to "Strongly Agree", One to five scores should be given correspondingly. The higher the score is, the more organizational justice representative employees can get at work.

3. Organizational Commitment Scale

The organizational commitment scale used in this research is established based on the domestic scholar Wang Yingyan's(2004) research. Five sub-perspective are included:

- 1) Affective commitment: it refers to employees' affective acceptance and connection with their enterprises; employees' willingness to sacrifice for the existence and development of the enterprises; and employees' refusal to all temptation of encouraging them to leave their enterprises. There're five questions in total (Question 1, 5, 10, 17, and 25);
- 2) Continuance commitment: it refers to whether enterprises emphasizes on employees' individual growth and helps them realizing their goals; whether employees' personal specialties can be developed in enterprises; and whether the enterprises are able to provide various working conditions and opportunities for employees to learn, improve and get promotion in order to realize their ideals. There're five questions in total (Question 3, 7, 14, 18, and 20);
- 3) Normative commitment: it means that employees take social norms and professional ethics as the criterions for their attitude and behavior to the enterprises; and employees' sense of responsibility to the organizations that they should complete their due responsibilities and duties to their work and enterprises. There're five questions in total (Question 2, 4, 9, 13 and 15);
- 4) Economic commitment: it refers to the situation that employees stay in the enterprises only because they are worried about suffering from any economic loss due to their turnover. There're five questions in total (Question 6, 11, 19, 22 and 24);
- 5) Opportunity commitment: it refers to the situation when the fundamental reason for why employees choose to stay in the enterprises is because they cannot find any other more satisfying enterprise, or because their technological level is too low for them to find another job. There're five

questions in total (Question 8, 12, 16, 21 and 23).

There're twenty five questions in this scale. Seven-point scaling system is applied as scoring formula. All scores are calculated by forward-direction scoring method. From "Very Unsatisfied" to "Strongly Agree", 1 to 7 scores should be given correspondingly. The higher the score is, the more organizational commitment representative employees get at work.

4. Survey of Demographic Variables

Demographic variables include basic information such as gender, education background, post, enterprise nature, enterprise scale, and industry. In order to make it convenient for coding and filling in, several options have been set for all demographic variables with no space for open answer. Related codes have been indicated in the parentheses after the options in order to make the type-in work for later data input more convenient.

3.2.2.2 Questionnaire Pre-run and Questionnaire Amendment

In order to maintain the effectiveness of the questionnaire, a pre-survey in a small area for this questionnaire has been held in a real-estate company in Beijing. Certain adjustment has been made in questionnaire expression and form according to the survey results and feedback suggestion, mainly concentrating on the specific items of organizational justice and organizational commitment scale. Besides, the scoring methods for all these three scales have been replaced with five-point scaling system. The final amendment result is the formal survey questionnaire being used in this research (see the appendix for formal questionnaire).

3.2.2.3 Formal Survey and Data Collection

1. Questionnaire Issuing Situation

The objects of this questionnaire survey are the post-80s employees in Beijing-Tianjin-Hebei region, mainly including four cities: Beijing, Tianjin, Shijiazhuang and Tangshan. The investigation and survey objects of these four cities have been grouped by their personal information. As this research takes individuals as samples, the sample quantity needed is huge. In order to ensure qualified sample quantity, investigation and survey through official channel, personal channel and internet channel are mainly applied as a whole for this investigation and survey. On one hand, the post-80s employees inside the enterprise have been investigated through the official channel of enterprise human resources department and consultation with the principal of the enterprise. On the other hand, the investigation and survey have also been implemented by email communication with classmates, friends and relatives.

2. Questionnaire Return Situation

To ensure the effectiveness of the returned questionnaires, two control measures have been taken for this survey. 1) Control of questionnaire objects who answer the questions. As this investigation and survey mainly aims at individual preference of the post-80s employees in Beijing-Tianjin-Hebei region, we need to make strict selection of the questionnaire objects so as to reach scientific requirements. 2) Process control. A question that occurs frequently in questionnaire investigation is most informants are busy. Failure to timely return the questionnaires can impact investigation progress and the filling quality of the questionnaires. Therefore, this research lasted three months, from November, 2014 to February, 2015. Sufficient time was guaranteed in this research. In the meantime, telephone contact with the investigation objects is required in internet investigation so as to ensure smooth return of the questionnaires.

300 questionnaires were issued and 291 of them were returned among which 287 were effective in this research. The questionnaire return rate was 97% with an effectiveness rate of 98.62%. Four questionnaires were eliminated because most options were the same or part answers were missing. See Figure 3.1 for the distribution situation of the sample cities. Among the 287 effective questionnaires, 121 came from the post-80s employees in Beijing, covering 42.2%; 58 questionnaires came from the post-80s employees in Tianjin, covering 20.2%; 56 questionnaires came from the post-80s employees in Shijiazhuang, covering 17.8%; and 52 questionnaires came from the post-80s employees in Tangshan, covering 18.1%. See Figure 3.2 for the distribution situation of the sample data in Tianjin, Shijiazhuang and Tangshan according to different enterprise property groups.

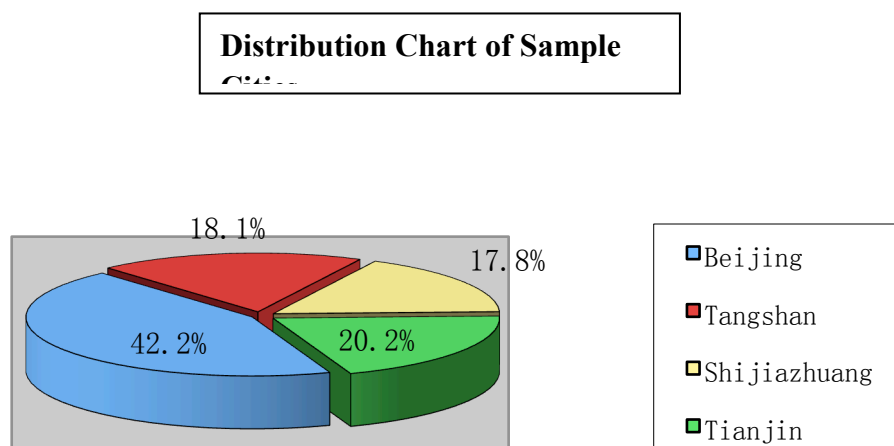


Figure 3.1 Distribution Chart of Sample Cities



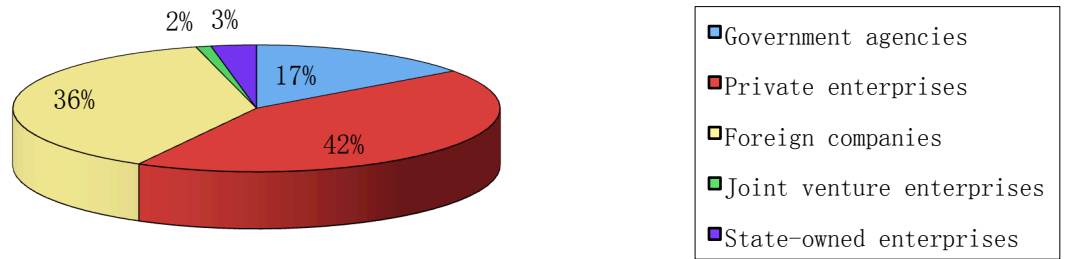


Figure 3.2 Distribution Chart of Sample Enterprises

3.2.3 Statistical Analysis on Survey Questionnaire

3.2.3.1 Descriptive Statistical Analysis

According to the statistical results obtained from the returned sample questionnaires, the samples can be divided into four groups: post-80s employees in Beijing; post-80s employees from private enterprises in Tianjin, Shijiazhuang and Tangshan (hereinafter referred to as Tianjin-Shijiazhuang-Tangshan region); post-80s employees from foreign companies (including joint venture enterprises) in Tianjin-Shijiazhuang-Tangshan region; and post-80s employees from state-owned enterprises (including government agencies) in Tianjin-Shijiazhuang-Tangshan region. Among those four groups, the sample group in Beijing was from a large-scale state-owned holding enterprise whose name is State Grid General Aviation Company (hereinafter referred to as SGGA). Although the company is owned by the state, its employee team has obvious characteristics of high education background and rejuvenation due to the high-tech industry that the company is in. SGGA Company has been among the top 100 three times in the Chinese University Student's Best Employers Rating held

by recruiting agencies. In this section, the statistical data of SGGA will be applied as the reference in the descriptive statistical analysis on job satisfaction, organizational justice and organizational commitment of the other three sample groups.

1. Descriptive Statistical Analysis on the post-80s Employees’ Job Satisfaction in Beijing-Tianjin-Hebei region

This paper has taken the “Enterprise Property” item in Personal Background Information part of the questionnaire as the basis to give descriptive statistics for each perspective of the post-80s employees’ job satisfaction in enterprises with different properties. See Table 3.1 for the statistical results. The average job satisfaction in Tianjin-Shijiazhuang-Tangshan region is 3.42, among which leadership satisfaction is the highest (3.66) while job motivation (3.58), teamwork motivation (3.57), work return satisfaction (3.36) and enterprise management system satisfaction (3.04) occupies the second, third, fourth and last places respectively. It can be seen that the post-80s employees in these regions are satisfied with the leadership behavior and teamwork situation of their enterprises. Moreover, the standard deviations involved are comparatively small which mean that the employees hold unanimous views on those two perspectives. From the data, although the post-80s employees’ satisfaction to work return (3.36) is in the middle level, it is lower than the integrated level of job satisfaction (3.42). The post-80s employees’ satisfaction to enterprise management system (3.04) is far behind the average value. However, the standard deviation of this perspective (1.05) is bigger which means the employees’ views about this perspective are quite different.

Table 3.1 Descriptive Statistical Results of the Post-80s Employees’ Job Satisfaction in Tianjin, Shijiazhuang and Tangshan

	Private enterprise (N=72)	Foreign company (N=60)	State-owned enterprise	Total average value (N=166)
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					(N=34)			
	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation
Leadership behavior	3.75	1.04	3.60	0.68	3.58	0.73	3.66	0.94
Work return	3.10	1.01	3.58	0.72	3.52	0.88	3.36	0.96
Job motivation	3.72	0.91	3.42	0.81	3.56	0.94	3.58	0.90
Teamwork	3.63	0.90	3.56	0.68	3.46	0.75	3.57	0.81
Management measures	3.08	1.16	3.16	0.76	2.75	0.93	3.04	1.05
Job satisfaction	3.48	1.12	3.50	0.75	3.38	0.82	3.42	0.93

The job satisfaction in SGGA Company is 3.38 and the ranking of each dimensionality is as follows: teamwork 3.45, management system 3.42, leadership behavior 3.25, job motivation 3.19 and work return 3.16. Compared with the overall current situation in Tianjin-Shijiazhuang-Tangshan region, there're obvious differences existing in between. The focus of the differences concentrates upon management system dimensionality, especially in the situation that all the other dimensionalities of SGGA are lower than those in Tianjin-Shijiazhuang-Tangshan region.

From the specific items included in management system dimensionality, it can be seen that the average management system dimensionality value of SGGA Company is significantly pulled up by the attention that the company pays to employees' opinions and suggestions (3.72), outstanding employees' promotion opportunities (3.40), and the improvement and implementation situation of employees' career life (2.72) while the average value in Tianjin-Shijiazhuang-Tangshan region is obviously lower due to the improvement and implementation situation of employees' career life (2.72), objectivity of examination and evaluation system (3.02) and outstanding employees' promotion opportunities

(3.18). However, the average value to assess the encouragement and opportunities employees can obtain for their creative ideas from the enterprises is much higher in Tianjin-Shijiazhuang-Tangshan region (3.42) than in SGG Company (3.16).

There's obvious difference between the leadership behavior in SGG Company and in Tianjin-Shijiazhuang-Tangshan region. The average value of the leadership behavior in Tianjin-Shijiazhuang-Tangshan region is significantly pulled up by two values—immediate boss's ability to allocate tasks and make decisions (3.85) and the fairness in superior's attitude to subordinate (3.72) while the reason for why the sub-dimensionality of leadership behavior in SGG Company (3.25) is lower can be explained by two values—the frequency of how often superior listens to subordinate's thoughts and rationalization proposals (2.98) and immediate boss's ability to allocate tasks and make decisions (3.16). It follows that although SGG Company has improved management system, there's a lack in immediate leadership improvement. However, immediate leaders have frequent contact with the management employees. They are the practitioners of enterprise management.

In job motivation and work return, both values in SGG Company and Tianjin-Shijiazhuang-Tangshan region are low. Nevertheless, there's distinct difference existing in part of the reasons for why the values are low. The sub-dimensionality value of job motivation in Tianjin-Shijiazhuang-Tangshan region is low because of the sense of personal achievement that employees can get from work is weak; the importance that enterprises attach to employees' training, knowledge and ability development is little; and the degree of how jobs and employees' individual interests correspond with each other is low. The sub-dimensionality value of job motivation in SGG is low because of the chances for employees to practice their individual ideas and take actions are little ; the degree of working environment comfort is low; and the degree of how jobs and employees' individual interests correspond with each other is low .

The sub-dimensionality value of work return is obviously lower than leadership behavior, teamwork and job motivation in Tianjin-Shijiazhuang-Tangshan region because the value of the welfare measures and leisure activities enterprises take for employees is low (2.98) while the low value of the degree in obtaining normal rest and vacation (2.78) significantly reduces the score that SGGA Company can get in the sub-dimensionality of work return and makes it the lowest one in the five sub-dimensions of job satisfaction. This result matches the situation got in the interview with the post-80s employees working in the small-scale SGGA Company.

The job satisfaction levels of the private enterprises (3.48) and foreign companies/joint venture enterprises (3.50) in Tianjin-Shijiazhuang-Tangshan region are basically even. The differences between these two enterprise properties exist in the sub-dimensions of job motivation and work return. In job motivation, private enterprises have higher scores in “I can have the chances to practice my own ideas and take actions at work” (4.10) and “the degree of how the current job corresponds with my personal interests” (3.80). However, the scores that foreign companies (3.10) and joint venture enterprises (3.12) get in these two items are much lower which directly lead to their lower scores in the sub-dimensions of job motivation compared with private enterprises. The reason might be because the quantity of private enterprises is much bigger than foreign companies and joint venture enterprises. As private enterprises have less entry barriers, the level of difficulty for the post-80s employees is much lower compared with the barriers set in foreign companies and joint venture enterprises.

As there're more difficulties in entering a foreign company, less employees will leave the company even if they are not satisfied with their specific work content due to the higher opportunity cost in getting into a foreign company. As the management and process in private enterprises is not improved, the employees can

have more working content and responsibilities, and thus the possibility for them to show their subjective initiative at work will be higher.

The scores private enterprises get in the “degree of the soundness and improvement of enterprise regulation system” and “fairness and reasonableness degree of how my salary matches my effort at work” of work return dimensionality (2.62, 2.78) are much lower than those of foreign companies/joint venture enterprises (3.28, 3.46). As a result, the score private enterprises get in the sub-dimensionality of work return (3.10) is far below what foreign companies/joint venture enterprises get (3.58). This difference offsets the advantage that private enterprises have in the sub-dimensionality of job motivation and leads to an even situation for the scores which private enterprises, foreign companies and joint venture enterprises get in job satisfaction.

In the sub-dimensionality of work return, there’s a common feature between private enterprises and foreign companies/joint venture enterprises—the scores they get in “the welfare measures and leisure activities enterprises take for employees” (2.79, 3.04) are much less than those of state-owned enterprises/government agencies and SGG Company (3.37, 3.30).

Regardless whether they are foreign companies/joint venture enterprises, private enterprises, or state-owned enterprises/government agencies, compared with SGG Company (3.42), the enterprises and companies in Tianjin-Shijiazhuang-Tangshan region share a common feature—they all have low scores in the sub-dimensionality of management system (3.16, 3.08, 3.04). In the situation that the average values of the scores that SGG Company get in all the other sub-dimensions are lower than those in Tianjin-Shijiazhuang-Tangshan region, the difference is more distinct.

Justice in Beijing-Tianjin-Hebei region

This paper takes the “Enterprise Property” question of personal information in the questionnaire as the basis to give descriptive analysis on each sub-dimensionality of the post-80s employees’ organizational justice in different cities. See Table 3.2 for the statistical results. The average value of organizational justice in Tianjin-Shijiazhuang-Tangshan region is 3.40 among which the score in interactive justice is the highest (3.49), the second highest score is in distributive justice (3.37), and the lowest score is in procedural justice (3.32). From this result, it can be seen that the post-80s employees working in this region are satisfied with the interactive justice in their enterprises. However, their satisfaction in distributive justice and procedural justice is much lower than the overall level of organizational justice (3.40).

Calculated by average values, the organizational justice in SGG Company is 3.26 and the ranking of each dimensionality is as follows: distributive justice 3.36, interactive justice 3.25 and procedural justice 3.16. Compared with the values in Tianjin-Shijiazhuang-Tangshan region, there’re both difference and common between SGG Company and the enterprises in Tianjin-Shijiazhuang-Tangshan region. The difference is interactive justice value is obviously higher than distributive justice value in Tianjin-Shijiazhuang-Tangshan region while distributive justice value is obviously higher interactive justice value. The common is the procedural justice values are both obviously lower than the average level of organizational justice values in SGG Company and the enterprises in Tianjin-Shijiazhuang-Tangshan region.

Moreover, from the specific items included, it can be seen that there’s similarity in the reason for why SGG Company and the enterprises in Tianjin-Shijiazhuang-Tangshan region have the lowest scores in this dimensionality: the scores of procedural justice dimensionality in Tianjin-Shijiazhuang-Tangshan region are comparatively lower because the scores in “there’re enough procedures to reassess my work performance” (3.10), “the distribution system of the enterprise can represent

most employees' willingness" (3.20) and "we are all equal in the distribution system of the enterprise" (3.24) are low; while the scores of procedural justice sub-dimensions in SGGA Company are comparatively lower because the scores in "my superior will collect the right information and assess my performance based on it" (3.03), "we are all equal in the distribution system of the enterprise" (3.12) and "the distribution system of the enterprise can represent most employees' willingness" (3.14) are low.

Table 3.2 Descriptive Statistical Results Of the Post-80s Employees' Organizational Justice In Tianjin-Shijiazhuang-Tangshan Region

	Private enterprise (N=72)		Foreign company (N=60)		State-owned enterprise (N=34)		Total average value (N=166)	
	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation
Distributive justice	3.54	0.89	3.22	0.84	3.27	0.86	3.37	0.87
Procedural justice	3.40	1.04	3.28	0.80	3.22	0.85	3.32	0.95
Interactive justice	3.59	1.03	3.48	0.82	3.32	0.87	3.49	0.95
Organizational justice	3.51	1.02	3.34	0.83	3.28	0.89	3.40	0.92

In enterprise property, the enterprises with different properties in Tianjin-Shijiazhuang-Tangshan region shares the same problem with SGGA Company which is they all have low scores in the sub-dimensionality of procedural justice.

However, to take a close look at specific items, there're distinct differences between foreign companies/private enterprises and state-owned enterprises/government agencies. For example, foreign companies and private enterprises get low scores

mainly because of the item “there’re enough procedures to reassess my job performance when necessary” (2.94, 3.01) while state-owned enterprises and government agencies get low scores mainly because of the item “the enterprise distribution system can represent most employees’ willingness” (2.56).

Moreover, for the same sub-dimensionality of distributive justice, foreign companies get a low score mainly because of the item “compared with the colleagues in charge of the same job or post, my salary and treatment are reasonable” (3.12) and private enterprises get a low score mainly because of the item “my salary and rewards are reasonable according to my workload and job responsibilities” (3.18). However, in the meantime, state-owned enterprises and government agencies get low scores mainly because of the item “the distributive result can reflect my contribution to the organization” (3.01) which shows the imperfection in distributive system and employee complaint channel design of the enterprise instead of the problem about salary levels.

3. Descriptive Statistical Analysis on the Post-80s Employees’ Organizational Commitment in Beijing-Tianjin-Hebei region

This paper takes the “Enterprise Property” question of personal information in the questionnaire as the basis to give descriptive analysis on each sub-dimensionality of the post-80s employees’ organizational commitment in different enterprise properties. See Table 3.3 for the statistical results. The average value of organizational commitment in Tianjin-Shijiazhuang-Tangshan region is 3.15 among which the score in opportunity commitment is the highest (3.40), the second highest score is in normative commitment (3.34), the third highest score is in economic commitment (3.06), the second lowest score is in affective commitment (3.02), and the lowest score is in continuance commitment (2.91). From the average values, it can be seen that the organizational justice level of SGGA Company is 3.09 and the sequence of each dimensionality is as follows: economic commitment 3.14, affective commitment

3.12, opportunity commitment 3.07, normative commitment 3.06 and continuance commitment 2.96. The overall current situation of SGA Company has distinct differences with that of Tianjin-Shijiazhuang-Tangshan region.

Table 3.3 Descriptive Statistical Results Of the Post-80s Employees' Organizational Commitment In Beijing-Tianjin-Hebei Region

	Private enterprise (N=72)		Foreign company (N=60)		State-owned enterprise (N=34)		Total average value (N=166)	
	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation	Average value	Standard deviation
Affective commitment	2.89	1.16	3.01	0.72	3.36	1.12	3.02	1.06
Normative commitment	3.24	0.94	3.25	0.8	3.73	1.03	3.34	0.97
Economic commitment	2.87	1.14	2.99	0.88	3.60	1.10	3.06	1.07
Continuance commitment	2.86	1.21	2.92	0.95	2.98	0.94	2.91	1.09
Opportunity commitment	3.23	1.07	3.42	0.92	3.72	1.14	3.40	1.06
Total commitment	3.02	1.14	3.12	0.87	3.48	1.06	3.15	1.05

The highest score that Tianjin-Shijiazhuang-Tangshan region gets in the sub-dimensionality of organizational commitment is in opportunity commitment (3.40) which is quite different from the score it gets in economic commitment (3.06). The

highest score that SGGA Company gets is in economic commitment (3.14), which is only different from the score it gets in opportunity commitment (3.07) for 0.07. From the specific items included in each dimensionality, it can be seen that the score that Tianjin-Shijiazhuang-Tangshan region gets in the sub-dimensionality of opportunity commitment is obviously pulled up by three items—"I cannot give up my current job due to the great contribution I have made to work (e.g. Time, effort and money)" (3.70), "turnover is hard for me because I'm not an expertise in any area" (3.58), and "I'll keep working here because there's no better job or any other attractive option" (3.42). The phenomenon can well explain that many post-80s employees stay in the current enterprises because it's a temporary decision that can well fit the current situation, not because the enterprises or jobs are attractive.

With the enrollment expansion of colleges, the post-80s employees on job have started to burden great employment pressure since graduation. Many of them choose to "get a job first and then choose a job" and feel unsatisfied with their current profession situation. However, as they are lack of enough working experience and resources to go for job-hopping, and the impact of financial crisis has made the employment market much worse. The employees with the strongest turnover intention are opportunity commitment type ones while the employees with the weakest turnover intention are affective commitment ones. It is a dangerous signal for enterprises. But the delightful part is that the continuous financial crisis can provide enterprises with a good opportunity to improve their internal management. The key for enterprises to keep their employees and change the high opportunity commitment dimensionality level in their organizational commitment depends on whether they can establish and improve their management system focusing on the post-80s employees' characteristic in the workplace.

The reason for why SGGA Company gets the highest score in the sub-dimensionality of economic commitment is mainly because it has a high score in the item "I stay in the enterprise mainly because of its satisfying salary and welfare" (3.38). Although in

the job satisfaction scale, the score in the dimensionality of work return is the lowest due to the low score in “the degree of obtaining normal rest and vacation” (2.72), the salary and welfare provided by enterprises are still very tempting to the employees. It also shows that salary and welfare play a very important role in the post-80s employee’s job choice. However, it can not be excluded that the status of economic commitment is highlighted because of the impact left by financial crisis. It can be seen from the average values that there’s little difference among the scores that SGGA Company gets in each dimensionality: economic commitment (3.14), affective commitment (3.12), opportunity commitment (3.07) and normative commitment (3.06). Therefore, it cannot be asserted that the most important factor of the post-80s profession choice is salary and welfare.

Divided by enterprise property, the score that private enterprises get in organizational commitment is obviously lower than the average level; the score that state-owned enterprises and government agencies get in organizational commitment is obviously higher than the average level; and the score that foreign companies and joint venture enterprises get in organizational commitment is basically same with the average level. To analyze from specific sub-dimensions, affective commitment, economic commitment and continuance commitment are all in low levels. The scores that state-owned enterprise and government agencies get in the four sub-dimensions of normative commitment, opportunity commitment, economic commitment and affective commitment are obviously higher than those of the other enterprise properties. It is especially true in economic commitment. However, like those of the other enterprises, the score that state-owned enterprises and government agencies get in the dimensionality of continuance commitment is in a low level.

In the sub-dimensionality of normative commitment, the scores that enterprises with different properties in Tianjin-Shijiazhuang-Tangshan region get are comparatively high which are much higher than the average levels of the organizational commitment in each enterprise property. Although the score that SGGA Company gets in

normative commitment is lower than what it gets in economic commitment, affective commitment and opportunity commitment, the scores it gets in these four sub-dimensions are almost the same and its score in normative commitment (3.06) is higher than the average level of its organizational commitment. Based on this reason, SGG Company shares the similar current situation with the enterprises in Tianjin-Shijiazhuang-Tangshan region in normative commitment. Moreover, to analyze from specific items, the high scores that SGG Company and the enterprises in Tianjin-Shijiazhuang-Tangshan region get in the sub-dimensionality of normative commitment come from three items: “I think an employee should be responsible for his/her enterprise”, “I have learned lots of knowledge and experience in the enterprise, so I will continue working here as a return to my enterprise”, and “I think I should regard the enterprise as my home and give it the same love”. There’s an interesting phenomenon that the scores in “I will feel guilty if I leave the enterprise now” and “I won’t think it is right even if it will be beneficial for me if I leave the enterprise now” are obviously lower than what are expected.

Unlike the post-60s or post-70s employees, the post-80s employees are loyal to their career life and jobs instead of their enterprises. This contradiction which is also unique manifestation of the post-80s employees’ professional ethics and vocational responsibility can be seen from the high score in “I think an employee should be responsible for his/her enterprise” (3.98) and the low score in “I won’t think it’s right even if it will be beneficial for me to leave the enterprise now” (2.96). There’s no doubt that the post-80s employees have strong professional ethics and vocational responsibility. When it’s the best time to leave the enterprise, the post-80s employees will implement turnover without hesitation for their career and feel they have nothing owed to the enterprise.

In the sub-dimensionality of affective commitment, the private enterprises and foreign companies/joint venture enterprises in Tianjin-Shijiazhuang-Tangshan region get the lowest scores in the item “I’m willing to stay in this enterprise until retirement” (2.36,

2.46) which accords with the opportunity commitment levels of these two enterprise properties. However, the low scores that the private enterprises and foreign companies/joint venture enterprises in Tianjin-Shijiazhuang-Tangshan region get in “I think my own value standards are similar to those of the enterprise” and “the enterprise can offer me sense of stability and security” directly lead to their low scores in affective commitment. The state-owned enterprises and government agencies in Tianjin-Shijiazhuang-Tangshan region have high scores in the sub-dimensionality of affective commitment mainly due to their scores in “the enterprise can offer me sense of stability and security” (4.18) and “I’m willing to stay in the enterprise until retirement” (3.68). Their scores in “I have deep emotion with the enterprise” (2.82), “I do think the problem that the enterprise is facing is my problem” (2.88) and “I think my value standards are similar to those of the enterprise” (3.01) are much lower than the above two items.

The score that SGGA Company gets in the sub-dimensionality of affective commitment is only lower than economic commitment, but higher than the average level of organizational commitment. The reason for this phenomenon is because its score in affective commitment is pulled up by its high scores in “I think my value standards are similar to those of the enterprise” (3.35) and “I do think the problem that the enterprise is facing is my problem” (3.22). It can be seen that whether the enterprise value matches the employee’s value has a very important impact on the post-80s employee’s organizational commitment level. The philosophies and measures taken by SGGA Company to keep its employees can be the models for the state-owned enterprises and government agencies in Tianjin-Shijiazhuang-Tangshan region to learn from.

In the sub-dimensionality of continuance commitment, SGGA Company shares the same current situation with the enterprises of different properties in Tianjin-Shijiazhuang-Tangshan region. They all have the lowest scores in this sub-dimensionality which are much lower than the average level of organizational

commitment. It can be seen from specific items that the post-80s requirements for promotion opportunities, development potential, and the training and further education opportunities offered by enterprise are far away from being satisfied.

3.2.3.2 Pearson's Correlation Analysis

In order to discuss the impact that job satisfaction and organizational justice have on the post-80s employee's organizational commitment level, the thesis took the post-80s employee samples from enterprises of different properties in Tianjin-Shijiazhuang-Tangshan region as a whole; and made correlation analysis on the five sub-dimensionality of job satisfaction and the three sub-dimensionality of organizational justice with the five sub-dimensionality of organizational commitment. As the questionnaire survey in Beijing is completed through the official channel of HR department, only statistical result has been obtained with no data of original samples. Therefore, in the data analysis of this sub-dimensionality, the data in Beijing area are not included. As a result, the sample quantity N is 166. See Table 3.4 and 3.5 for related analysis results.

1. Correlation Analysis on Job Satisfaction and Organizational Commitment

See Table 3.4 for the correlation analysis result of job satisfaction and organizational commitment. From the correlation coefficient matrix of job satisfaction and organizational commitment, it can be seen that there's obvious correlation between each sub-dimensionality of the post-80s employees' job satisfaction and each sub-dimensionality of their organizational commitment. Among the sub-dimensionality mentioned above, the sub-dimensionality of leadership behavior, management system, work return and job motivation in employee's job satisfaction are in positive correlation with the five sub-dimensionality of organizational commitment and the

total commitment on level of 0.01; while the sub-dimensionality of teamwork, each sub-dimensionality of organizational commitment and the total commitment are in positive correlation on level of 0.05. The only exception is that the sub-dimensionality of teamwork is in negative correlation (-0.01) with the sub-dimensionality of opportunity commitment on level of 0.05. Part of the reason is probably because the mind of the post-80s generation is simple. They dream of simple interpersonal relationship and emphasize on soft working environment. Once the soft working environment becomes uncomfortable, their desire to stay in the enterprise will be greatly reduced.

Table 3.4 Correlation Analysis On Job Satisfaction And Organizational Commitment

	Affective commitment	Normative commitment	Economic commitment	Continuance commitment	Opportunity commitment	Total commitment
Leadership behavior	0.26	0.17	0.37	0.16	0.34	0.32
	0.000	0.007	0.000	0.014	0.000	0.000
	166	166	166	166	166	166
Job motivation	0.41	0.42	0.28	0.59	0.13	0.49
	0.000	0.000	0.000	0.000	0.052	0.000
	166	166	166	166	166	273
Work return	0.55	0.33	0.55	0.35	0.44	0.56
	0.000	0.000	0.000	0.000	0.000	0.000
	166	166	166	166	166	166
Teamwork	0.02	0.02	0.02	0.10	-0.01	0.04
	0.81	0.66	0.73	0.08	0.92	0.46
	166	166	166	166	166	166
Management system	0.45	0.38	0.44	0.55	0.24	0.53
	0.000	0.000	0.000	0.000	0.000	0.000
	166	166	166	166	166	166

Note: ** means the correlation is obvious on level of 0.01 (bilateral)

* means the correlation is obvious on level of 0.05 (bilateral)

Each sub-dimensionality of job satisfaction is in obvious correlation with organizational commitment which means the higher employee's job satisfaction is, the higher employee's organizational commitment to the enterprise will be. Among the sub-dimensions, the correlation of work return is the highest (.49) which can sufficiently explain the importance of employee's rewards. Work does not only provide living materials for employees, but can also decide employee's quality of life.. Employees regard the amount of work return as the most important standard to set his/her commitment to the enterprise. The sub-dimensions of which the correlation is the second highest are management system and job motivation. Therefore, if the enterprise plans to motivate its employees at work and increase employee's identification with the enterprise, it must find a way to improve employees' job satisfaction, especially their work return, management system and job motivation.

2. Correlation Analysis on Organizational Justice and Organizational Commitment

See Table 3.5 for the correlation analysis result of organizational justice and organizational commitment. From the correlation coefficient matrix of organizational justice and organizational commitment, it can be seen that there's obvious correlation between each sub-dimensionality of organizational justice and each sub-dimensionality of organizational commitment. Among the sub-dimensions, procedural justice is in positive correlation with the five sub-dimensions of organizational commitment and the total commitment on level of 0.01. Distributive justice is not only in obvious positive correlation with opportunity commitment on level of 0.05, but also in positive correlation with the other four sub-dimensions and the total commitment on level of 0.01. Meanwhile, interactive justice is not only in positive correlation with normative commitment on level of 0.05, but also in positive correlation with the other four sub-dimensions of organizational commitment and the total commitment on level of 0.01.

Each sub-dimensionality of organizational justice is in obvious positive correlation with organizational commitment, showing that the stronger employee's organizational justice to enterprise is, the more the employee will feel he/she is in a fair enterprise and the stronger his/her desire to stay in the enterprise will be. Among the sub-dimensionalities, the correlation of procedural justice is the highest which can sufficiently manifest the importance of an enterprise to build transparent and fair salary system and smooth feedback channel, especially for the post-80s employees as they have strong self-awareness and desire to protect their rights and interests. Enterprises should improve employees' participation in establishing each distributive system as much as possible and build sound procedures of employee complaint and performance review, sufficiently manifesting employees' willingness in enterprise system. When any employee has different opinions, it should be properly processed through the employee complaint channel. The correlation of interactive justice is the second highest. The post-80s employees are fragile and sensitive. They would like to make their work widely known, but are eager to win respect from others, especially from their boss. Therefore, as a leader, one should be able to play three roles: supervisor, coach and consultant. Leaders should try their best to provide relaxing, independent, free and open working environment for their post-80s employees so as to show their respect.

Table 3.5 Correlation Analysis Of Organizational Justice And Organizational Commitment

	Affective commitment	Normative commitment	Economic commitment	Continuance commitment	Opportunity commitment	Total commitment
Distributive justice	0.30	0.19	0.36	0.28	0.09	0.32
	0.000	0.002	0.000	0.000	0.212	0.000
	166	166	166	166	166	166
Procedural justice	0.36	0.34	0.48	0.38	0.32	0.48
	0.000	0.000	0.000	0.000	0.000	0.000
	166	166	166	166	166	166

Interactive	0.30	0.13	0.36	0.24	0.33	0.36
justice	0.000	0.000	0.000	0.000	0.000	0.000
	166	166	166	166	166	166

Note: ** means the correlation is obvious on level of 0.01 (bilateral)

* means the correlation is obvious on level of 0.05 (bilateral)

3.2.4 Research Conclusions

In order to get preliminary understanding of the job satisfaction, organizational justice and organizational commitment in the post-80s employees' characteristics in the workplace on a quantitative level, this research takes Beijing-Tianjin-Hebei region as the sample area and has made empirical research on the post-80s employees in four cities: Beijing, Tianjin, Shijiazhuang and Tangshan. Among the four sample cities, the sample in Beijing is restricted to a large-scale state-owned holding communication enterprise. Although the enterprise property of SGGA Company is state-owned, its employee team has obvious characteristics of high education background and rejuvenation due to the high-tech industry that the company is in. In this research, the data of SGGA has been applied as the reference in the analyses and discussions in Beijing-Tianjin-Hebei region. The research has found the following characteristics in the job satisfaction, organizational justice and organizational commitment of the post-80s employees' characteristic in the workplace in Beijing-Tianjin-Hebei region:

1. On the overall level, compared with those of SGGA Company, the post-80s employees' entire job satisfaction and organizational justice in Beijing, Shijiazhuang and Tangshan are above the middle level while their organizational commitment level is comparatively lower.
2. Grouped by enterprise property, private enterprises and foreign companies/joint venture enterprises get higher job satisfaction and organizational justice levels than state-owned enterprises/government agencies in Tianjin-Shijiazhuang-

Tangshan region. However, the organizational commitment level of state-owned enterprises/government agencies are obviously higher than that of private enterprises while the organizational commitment level of foreign companies/joint venture enterprises are on the middle level.

3. From specific sub-dimensions, it can be seen that for the sub-dimensionality of job satisfaction, the post-80s employees in Tianjin-Shijiazhuang-Tangshan region have the highest satisfaction level in the current situation of leadership behavior and the lowest satisfaction level in the current situation of enterprise management system. The post-80s employees in private enterprises and foreign companies/joint venture enterprises have a much lower satisfaction level in the current situation of enterprise work return than the post-80s employees working in state-owned enterprises/government agencies. In the dimensionality of organizational justice, the post-80s employees in Tianjin, Shijiazhuang and Tangshan which represent the Beijing-Tianjin-Hebei region have a low satisfaction level in enterprise procedural justice and distributive justice. In the dimensionality of organizational commitment, the post-80 employees in Tianjin, Shijiazhuang and Tangshan which represent the Beijing-Tianjin-Hebei region have a higher opportunity commitment level. In the dimensionality of economic commitment, except that the post-80s employees working in state-owned enterprises/government agencies have a high level, those working in private enterprises and foreign companies/joint venture enterprise have a low level in this dimensionality. In the dimensionalities of affective commitment and continuance commitment, all post-80s employees have a low level, regardless of the enterprise properties they are working in. However, in the dimensionality of normative commitment, all post-80s employees have a high level, regardless of the enterprise properties they are working in.
4. To analyze from correlativity, there's obvious correlation between each sub-dimensionality of the post-80s employees' job satisfaction/organizational justice in Tianjin-Shijiazhuang-Tangshan region and the total commitment. Among the

sub-dimensionality of job satisfaction, the correlation between work return and the total commitment is the strongest. Among the sub-dimensionality of organizational justice, the correlation between procedural justice and the total commitment is the strongest. These phenomena can well explain that employees will have higher organizational commitment to their companies if their job satisfaction and organizational justice have high levels. If an enterprise plans to improve its post-80s employees' organizational commitment, it needs to improve their job satisfaction and organizational justice, especially their salaries and welfare. The enterprise should not only offer reasonable amount, but also needs to enhance the post-80s employees' participation and supervision in the establishment and implementation of enterprise distributive system. A sound employee appeal channel is also a must.

3.3 Brief Summary

The following conclusions can be reached from the qualitative and quantitative research on each dimensionality of the post-80s employees' characteristics in the workplace in the above chapters:

1. The Post-80s Employees' Personalities

The post-80s employees have obvious openness to experience. They are extroverts. In most cases, they are straightforward in agreeableness but not so frank in other parts. It's obvious that the post-80s employees are self-confident and achievement striving; however, they are short of the other parts in sense of responsibility. All these features will make the post-80s employees weak in bearing pressure to a large extent; and may make it easier for them to have job burnout.

2. The Post-80s Employees' Occupational Orientation

On one hand, the distribution of the post-80s employees' occupational orientation is broad with preference to management, entrepreneurial and independent posts to a large extent. On the other hand, for the post-80s employees with working experience from 3 to 5 years or of an even shorter time, they are still in the early phase of their professional career development. At this phase, their main tasks are to develop and manifest their skills and specialties in order to lay a solid foundation for the crosswise career growth of improving themselves or entering other fields; and to reevaluate their original career choice based on their own skills and values with the opportunities and restraint provided by the organization, so as to decide whether they should stay in the organization/occupation, or they should go for another one to better match their needs. Due to the above characteristics, the post-80s employees ask for more relaxing management environment, and they have high turnover intention.

3. The Post-80s Employees' Characteristics In The Workplace

As the empirical research on the post-80s employees' characteristics of being employed takes Beijing-Tianjin-Hebei region instead of the whole nation as the sample area, the conclusions reached in the research have only applied the qualitative features and relations reflected in each dimensionality and sub-dimensionality. No quantitative level has been applied in the conclusions.

- (1) In the dimensionality of job satisfaction, the current enterprise management situation has the most restriction on the post-80s employees' satisfaction level. The post-80s employees have the lowest satisfaction level in the improvement degree and implementation guarantee situation of the career planning established by enterprises for their employees.
- (2) In the dimensionality of organizational justice, the post-80s employees' satisfaction level in procedural justice is obviously lower than the total level of organizational justice. It is especially true that the post-80s employees'

requirements for equality, rights and participation have not been met in the establishment, implementation and supervision of enterprise distribution system.

(3) Compare with the post-80s employees' job satisfaction and organizational justice levels, the total level they have in organizational commitment is lower. However, to analyze in specific sub-dimensionality, the post-80s employees have an obviously higher level in opportunity commitment. In the sub-dimensionality of normative commitment, the post-80s employees highly agree that employees should cherish and be responsible for their enterprises. In the meantime, they also highly agree that they can leave their enterprises when there's a better chance for them. This contradiction can reflect the post-80s employees' new characteristics in the content of organizational commitment. They have turned from simply being loyal to organizations into being loyal to their occupations and career life.

Chapter 4 Correlative Strategies of Innovative Post-80s Employee Management

With the growth of the post-80s generation, more and more post-80s employees work and contribute in organizations. Now even the youngest post-80s will start working while the oldest will turn 35 and become the main force in most companies. The age of the post-80s growth is an era of reform and opening up: material life becomes abundant, living environment has turned from close to open, information source changes from unique to multiple, social culture turns from official-leading into public-

dominant, and family structure changes from big family into small family. Quality-oriented education and college expansion plan have provided the post-80s generation with the knowledge hierarchy and society cognition quite different from the previous ones. Nowadays, knowledge-type employees become the mainstream which has changed employees' working modes and their recognition and goals at work. For the managers at present, how to manage the post-80s employees has become a brand-new and important task.

In most management textbooks, the definition of "management" is basically as follows: management includes "analysis, planning and control." Managers should analyze the numbers, make plans and control their employees, so as to ensure the accomplishment of their plans. For the purpose of well completing their analyses, plans and control, managers should be analytical, rational and authoritative. In fact, this management theory probably can only represent ten percent of what a successful manager should have while the other ninety percent depends on how his relationship with his employees. For a manager, his task is "to be responsible for the result of others' work". In other words, management depends on inspiring others to do what they should do. A manager's ability of generating certain responsibilities on his employees is the key of successful management, especially on the post-80s generation. To effectively manage these young and knowledge-type employees, the traditional management control methods useful on the post-60s or post-70s generation must change with the times. They should be dynamically improved according to the employees' characteristics in the workplace, remodeling the enterprise human resource management practice to the uttermost.

4.1 Facing Up To the Post-80s Personalities And Change

Management Philosophy

No matter whether the post-80s employees are self-confident, passionate, vigorous, assertive; or they are too high-profile, egoistic, lack of responsibility and cooperative consciousness, etc, if these are the personalities shared by the whole generation, that means these personalities are caused by the time instead of individual reasons. We can guide but completely change them. Therefore, for a manager in 21st century, the most fundamental value preparation of regulating his management practice is to face up to the post-80s employees' personalities with an peaceful attitude.

1. Establish The Concept That One Divides Into Two And Treat The Post-80s Generation With Correct Attitude

Everything on the earth has dual characters. There can be both advantages and disadvantages. The advantages and disadvantages constitute a contradictory combination. As a generation growing with the one-child policy, the post-80s employees have got lots of care from their parents since birth. Compared with the post-60s and post-70s generations, the post-80s generation has no worry about life and has suffered from little frustration. The negative impact that their growing experience has left on their personalities will start to manifest. Although the post-80s are egoistic, lack of responsibility and cooperative consciousness, easy to get emotional fluctuation, and bad at coping with stress; meanwhile, they are also fast in accepting new things, independent, persistent in their pursuit of self-growth and development, and courageous to think and take actions. Managers should treat the post-80s generation with in right attitude and remember that one divides into two.

B. R. Hergenhahn(2014) said that there're five parts in the formation of a healthy personality: capacity for self-expansion, consistent philosophy of life, ability to communicate with others with enthusiasm, realistic consciousness, and emotional security. A healthy personality includes the features of life philosophy, personality psychology, and moral philosophy. It does not only mean no flaw in psychology, but also refer to the release of one's talent, potential, creative ability, energy and

motivational reserve which have been masked, so as to give play to one's limit and obtain due achievement at the greatest extent.

The traditional definition of personality has moral orientation in China. The pursuit of healthy personality is limited to "being moral" and "being kind". The post-80s generation grows in market economy time with social environment of more freedom and openness. As a result, the post-80s employees tend to have the healthier personalities defined in psychological significance. Although in reality, there's serious conflict between the "one-sided moral personality" of the post-60s and 70s and the psychologically healthy personality of the post-80s, it is the trend of socialist market economy development. As managers, the post-60s and post-70s should look forward and properly deal with the conflict.

2. Dilute Obsession of Hierarchy, Offer Equal Treatment, and Respect Them

At present, most post-60s and post-70s have taken manager positions in enterprises while the post-80s are managed. Based on Chinese culture and system, many enterprise managers feel superior to others and have psychological distance with their employees. They have the habit of playing a parent role while communicating with their subordinates. As a result, the employees won't dare to say anything even if they are not satisfied with the treatment, and neither will they propose anything. Moreover, as managers have more distributive resources and information resources, information asymmetry may form between managers and employees, putting employees in an inferior position. When emotion distance becomes longer, there will be less possibility to have equal communication and interactive justice. The post-60s and post-70s have got used to this kind of organizational atmosphere. They are accustomed to receiving orders and have developed very professional ethics. Nevertheless, for the post-80s employees who grow in the internet world that is featured with equality and interactivity, rights consciousness and sense of participation have played a very important role in their life. They pursue justice, fairness and openness. Xiong Xiaoge (2008) proposed

that the post-80s employees live as a generation with simple mind. Their acceptance for persuasiveness and influence authority is stronger than that for legal authority and coerciveness authority. Traditional imperative management mode may have its effect within half year or one year after the post-80s start working.

The post-80s have their own preference on the output mode of wisdom. In fact, institutional regulations can only have restrictive functions. Only management with flexibility instead of rigidity can help them apply their wisdom, find their real pursuit, and thus get the opportunity to develop with the enterprise. Therefore, obsession of hierarchy should be diluted in management philosophy. The post-80s employees should be treated equally and respected. Enterprises should build democratic and open management culture; bring their management modes into the public; and focus on mobilization-type management mode that emphasizes on communication. They should establish an environment and mechanism for the employees to obtain labor value instead of rigidly offering administrative orders.

3. Respect Professionalism Belief and Emphasize on the Organizational Culture of Being in the Same Boat

Traditional Chinese employees have little understanding of professionalism and sense of professionalism. Firstly, Chinese sense of avoiding uncertainty is stronger than people living in Europe or U.S. Chinese degree of taking risks or untraditional actions is lower. Secondly, the core of Chinese culture is collectivism that emphasizes on collective spirit and cooperative attitude, combining the embodiment of individual value with realizing social goals and organizational goals. As a result, many Chinese suffer from the influence of social ethics and groups while deciding professions and development directions, and thus become more loyal to their enterprises and professions. With years of cultural accumulation, Chinese have developed a occupational moral value of selfless

dedication and staying in the same organization for a lifelong time. Lastly, as the professionalism construction is backward in China, Chinese employees have little understanding of professionalism and sense of professionalism which is bad for them to cultivate occupational emotion.

However, for the post-80s employees who live in market economy, “screw” is no longer a role for employees to play in enterprises. It is occupation that offers them expert status and economic advantage instead of organization. They regard different enterprises as the stairs in their personal growth path.

The world-known management master Peter F Drucker once described “the next society” as follows: in the next society, those who work for an organization will mostly be composed of part-time employees, temporary employees, counselors and contractors rather than full-time employees. A variety of phenomena have shown that the society of which the post-80s generation has become the main force will increasingly be like the “next society”. In such a society, the lifetime for a commercial organization will become shorter. At present, the average lifetime of an enterprise in Japan and Europe is within five years. Only ten percent enterprises can survive for twenty years while only two to three percent can exist for more than twenty years. In the meantime, with the improvement of medical care technologies and life quality, personal life will become longer. Individual occupational career has become as long as forty years or even longer. Therefore, the traditional concept of being loyal to organization is facing a serious challenge. Enterprises can no longer ask their employees to be loyal to a commercial organization for a lifelong time.

The post-80s generation has entered the society and they are becoming the mainstream in it. They are the future of enterprises. Hence, if enterprises plan to lead the post-80s employees’ occupational loyalty to the track needed by them, they must firstly respect the post-80s employees’ professionalism belief and their

pursuit in self-growth and occupational development. Based on this foundation, enterprises will be able to seek for the integrating point with the post-80s"employees' benefit, and establish a partnership relation of equality, respect and bilateral dependence instead of a simple employment relationship with their employees. Only in this way can an enterprise culture of being in the same boat and sharing honor and loss together be shaped.

4.2 Being People Oriented and Implement Management Transition

Screpanti, E and S. Zamagna (1993) stated that scientific and technical revolution have caused the revolution in social productive forces, formed huge innovative profit, and promoted organizational management mode. Accordingly, their theories of management turned from subjection management mode that improved labor efficiency by enhancing labor strength and lengthening working hours into employment management. The second scientific and technical revolution brought innovative profit to the whole society and liberated people's skills at the same time. Accordingly, the theories of management turned from employment management that focused on controlling workers' labor into scientific management. The new round of scientific and technical revolution of which the core is information and technology has brought huge innovative profit and rapid development in productivity to the whole society by liberating "human brain". The new scientific and technical revolution has rapidly enhanced people's function in production factors, and thus has accelerated the speed of knowledge generation, delivery and updating. Knowledge has become a very important factor in promoting economic growth. The implementation of human-centered management is inevitable.

4.2.1 Change from Rigid Management to Flexible Management

Nothing can be accomplished without norms or standards. An enterprise is an economic organization, and thus it is necessary for an enterprise to restrict employees' behavior by rules and regulations. However, for the post-80s employees, simple and rude restraint modes are no longer applicable. Xi Zhao (2007) thought that "Rules and regulations are not universal. The key in management is in behavioral pattern." As the mainstream of knowledge-type employees, the post-80s employees' value creation process is not dominant or can be objectively observed. Flexible management instead of rigid management is more applicable for them.

Because of Chinese culture and system, many enterprise managers feel superior to others and have psychological distance with their employees. They have the habit of playing a parent role while communicating with their subordinates. Moreover, as managers have more distributive resources and information resources, information asymmetry may form between managers and employees, putting employees in an inferior position. When emotion distance becomes longer, there will be less possibility to have equal communication and interactive justice. The post-60s and post-70s have got used to this kind of organizational atmosphere. They are accustomed to receiving orders and have developed very professional ethics. After years of hard work, when they finally become those who give orders, they will naturally apply the working mode of giving orders and obeying orders in managing the post-80s employees. Nevertheless, for the post-80s employees who grow in the internet world that is featured with equality and interactivity, rights consciousness and sense of participation have played a very important role in their life. Daniel J. Mitterhoff (2011:61-61) states that they pursue justice, fairness and openness.

In Xiong Xiaoge's(2008) eyes, what makes the post-80s slightly different from the post-60s and post-70s is that "They don't treat dads as dads or grandpas as grandpas". According to his observation, "If a dad cannot make any sense in his idea but still thinks he is right, then the post-80s kid won't listen to him only because he is a father. Secondly, it still won't work if you talk like a dad too much, even if your idea can

make sense.” “Even if it’s more effective for you to talk like a dad, it’s still better to communicate like a friend”. Wang Yiming (2009) found that organizations take higher responsibility in interpersonal obligation which means they should provide good interpersonal environment for their employees. Only in good interpersonal environment can employees conscientiously contribute themselves in intense work, feel the joy from the surrounding, and generate the idea of enjoy working. The healthy and harmonious environment created by enterprises is beneficial to inspire and supervise employees to develop their potential and solve real problems to the highest limit.

The post-80s are fragile and sensitive. They are high-profile in what they do, but in the meantime, they also expect to win respect from others, especially from their superiors. Therefore, managers should provide the post-80s employees with a relaxing, independent, free and open working environment as much as possible, so as to show their respect. Fault-tolerant management should also be established. On one hand, fault-tolerant management can encourage the post-80s employees to participate and inspire them to give play to their creativity. This management mode can be the backup for the post-80s employees to grow and make them grow faster. On the other hand, in fault-tolerant management, managers should offer more guidance and criticize less when the post-80s employees make mistakes. They should communicate with their post-80s employees in a soft and tactful way to provide advice.

4.2.2 From Management Supervised by Others to Self-Management

In current knowledge-type enterprise employees, the post-80s employees have acted as an important part, and they will be the vital force in the future. The post-80s employees are the assembly of knowledge, customer relation and professional intelligence. Compared with traditional employees, the post-80s employees have

many new characteristics in personality, occupational orientation, value and working mode. They pursue independence, personalization, diversification and innovation. They emphasize on flexibility, job satisfaction, balanced life and maintenance of interpersonal relations. Moreover, as the “post-80s” employees grow in the internet age that is featured with interactivity and equality, they have consciousness of right, sense of equality, and sense of participation deeply embedded in their mind. Consequently, managers should offer the post-80s employees more autonomous rights while managing them. To turn the management mode from management supervised by others to self-management involves two parts: flexible management and participative management.

1. Flexible management. The post-80s employees require high level of decision-making power within their working range, including working hours and working content.

As there're complexity and uncertainty in knowledge-type work, high flexibility exists in the post-80s employees' work. Flexible result-oriented working mechanism with no limit on working hours, no inference in specific working process and modes, but with gradual implementation in restricting total working amount should be set up because the post-80s employees need a relaxing external environment to deal with the creativity and initiative needed at work. Enterprises should try to develop employees' sense of responsibility by providing them with high-level rights of autonomy. For example, Microsoft has gathered those young programmers who hate rules and strongly go against bureaucratism as a “Overlapping Function Expert Group” and allow them to do self-management. Nokia has also applied virtual teams which dilute obsession of hierarchy. To analyze by structure, this form acts like building an individual part composed of expert groups within the company. Meanwhile, this structure can also meet the requirement for establishing a knowledge framework to realize knowledge sharing and profession complementation with reasonable construction which can offer the post-80s employees opportunities to learn from each other at work. In this

framework, managers' roles are as supervisors and coaches. They are like the employees' consultants "re-employed after retirement", offering wisdom support when needed. Of course, corresponding job schedule tracking system must also be set up with sufficient authorization, so as to ensure the smooth accomplishment of the tasks.

2. Participative Management. The post-80s employees not only need high-level decision-making power within their working range, but also hope to participate in higher level of enterprise decision-making activities. Regardless of the fairness of final distribution results, as long as employees can have the right to participate and actually make it, the level of justice within the enterprise will be significantly higher.

The post-80s employees grow in the internet age which is featured with interactivity and equality. Although they don't extravagantly hope their enterprises will take all their suggestions, they do regard the right to participate as the respect from the organizations. With the right to participate, the post-80s employees will feel they are indispensable parts of their organizations. This can greatly motivate their enthusiasm at work; and enhance their sense of ownership. Enterprises can strengthen employees' influence on organizational issues by establishing a platform to share information and a forum within the whole organization. The establishment of forum can provide employees with a place to say whatever they want and express their own comments and suggestions. Meanwhile, organization leaders should pay enough attention to the comments and suggestions, and remember to give timely reply. The post-80s employees' participation in the system and decision related to their immediate interests should also be improved, such as enterprise distributive system. In system establishment process, enterprises should not only enhance the post-80s employees' rights to propose suggestions in order to sufficiently manifest their willingness; but also

strengthen their participation in supervising system implementation process, so as to ensure the stable and strict implementation of distributive policy.

4.2.3 From Extensive Management to Subdivided Management

From industrial age to the era of knowledge-driven economy, people's management focus has changed from "object" to "human". Human feelings and human nature have become the issues that this contemporary era has to think about. Managers need to acknowledge that subcelestial desire and need are inner factors of human nature. It requires us to take "human" back into the complex social system and get a deeper understanding of human in combination with social, economic, cultural, historical, systematic and psychological elements. We need to "go back to what we really are". The relation between human-oriented management and scientific management is like that of a violinist's hand and elbow. They must adjust and cooperate with each other to give a full play.

The management on the post-80s employees must proceed under the philosophy of people-oriented management. It must be done through scientific management techniques, methods and procedures. On one hand, enterprises need to divide the post-80s employees into groups, study and respect their differences compared with the post-60s and post-70s. The management practice of enterprises should also be adjusted in accordance with the post-80s employees' characteristics in the workplace. On the other hand, no body can stay as what they were forever and no group can be whole-colored. Therefore, more than one mode is needed for the management on the post-80s employees. The management should accord with their personalities, occupational orientation and characteristics in the workplace. They have certain organizational ability and working capability due to the various activities they have

taken. With proper guidance, they can listen to suggestions and correct their improper behavior.

4.3 Implement Employee Assistant Plans To Reduce the Post-80s

Employees' Pressure

With the reform and opening-up policy and economic transition implemented in recent years, we are facing more and more pressure at work. As a result, job burnout has become an inevitable question in our daily life and work. However, the post-80s employees basically have suffered little in their growing-up period. Their anti-pressure ability is weaker and thus makes them easier to have job burnout. There're many reasons for the generation of job burnout. They might differ in different occupational phases. For the post-80s employees who are in the early phase of their occupational career, the main reasons for job burnout are as follows:

1. Traditional concepts and current social value system have distorted employees' values of success and occupation. With the pressure and misleading offered by their parents and the society, most young men have very high expectation on themselves nowadays. They have strong self-confidence and take fame and gain as their orientation while choosing jobs. Nevertheless, it is not easy to obtain much fame or gain in one's real occupational career. Consequently, the post-80s employees always suffer from frustration in real life. It's hard for them to realize their ideal roles. This role conflict may significantly reduce their sense of achievement and make them disappointed with their jobs. And here comes job burnout.
2. Pressure from interpersonal relationship. Yue Yuan, president of Horizon Research Group, think that the post-80s are simple in mind. They are weak in social sympathy and thus cannot master others' psychological situation during communication. It's hard for them to correctly infer others' thoughts, emotions

and feelings. They are not able to be considerate for others. They are in great need to learn, train and improve their sense of social sympathy. For the post-80s who are not capable of interpersonal relationship or the latent rules of interpersonal communication, it's easier for them to generate hatred towards the surrounding. They might feel there's no place for them to show their talent. With mental and physical exhaustion, they will meet job burnout. Moreover, the conflict in values and personalities with media broadcasting of the post-80s negative image can bring prejudice to the post-60s and post-70s while treating the post-80s employees which may make the foundation for fair and equal interpersonal communication unstable from the beginning.

3. Social anxiety. With the gradual development of socialist market economy, the post-80s employees are in a competitive environment constantly. They have to consider many personal issues: job, house, medical care, marriage, education and employment. Among the consideration for those issues, there's an abnormal social psychology which is called social abnormal psychology or pathological psychology—social anxiety. The rapid change in social environment is the main reason for the occurrence of social anxiety. Many reforms have been taken place in recent years, such as housing reform, free medical service reform, employment system reform, education enrollment distribution reform, and distributive system reform. Everything seems to be in change. Young men always have unexplainable worries. They are “scared of” the potential risks waiting for them in the future. All these have caused intangible pressure on the post-80s and made them emotional exhausted. In this situation, it's normal for the post-80s employees to generate job burnout.

Job burnout may leave great negative influence on both individuals and organizations. For example, job burnout can lead employees to have various withdrawal behaviors. When employees' absence rate becomes higher, both their job satisfaction and commitment to their organizations will be reduced which may make them leave. With no enthusiasm at work and worse working efficiency and performance, employees

will feel confused in their occupational career. In serious situation, they might lose faith to work and life. The popularity of the post-80s employees' "turnover" may result from job burnout to a great extent. Therefore, enterprises need to carry out employee assistant plans for the post-80s employees, especially pressure management which can help employees address and management the pressure from work, life and interpersonal communication; occupational career planning which can help employees clear their direction in occupational positioning and development; and training which can help employees improve their occupational abilities and inspire their enthusiasm at work.

4.4 Regenerate the Post-80s Organizational Loyalty Based On Organizational Performance

Employee loyalty is an important indicator in measuring enterprise management. It can seriously matter the smooth development of enterprise. Loyal employees can not only save the visible cost caused by frequent employee turnover, such as the time and energy put in recruitment, selecting and training; but can also save the invisible cost, such as the excessive workload burdened by original employees before a new one starts working. Frequent employee turnover can cause serious chaos to the enterprise and leave negative report about the enterprise in the public. Furthermore, soft costs can be saved in this way. Competition is becoming fiercer and fiercer today. Many organizations are trying to maintain their competitive advantages. Keeping an employee team with high organizational commitment is a powerful source to reach this goal due to its inimitability.

However, in recent years, the reorganization, merger and downsizing happened worldwide have shown that enterprises cannot and are not willing to give employees any promise. Although many organizations always claim that employees are the

greatest asserts for the organization, few of them have practiced what they preach. Most people think employees' requirements for employers are greater than employers' requirements for employees. As a result, with the declining of the commitment level provided for employees by organizations, employees' commitment level to organizations has declined accordingly. There's obvious correlation between employees' sense of organizational support and employees' commitment to organizations. Because most organizations choose to fire employees for cost saving and improving their competence under the background of economic globalization, the correlation between commitment and turnover will decline after a certain period of time.

Brown, P. and Hesketh, A. (2004) has pointed it out that there're two main challenges for current enterprises: one is how to keep those employees with high stability; and the other is how to keep those employees who are occupying key positions with competent working capability. On one hand, the competitive situation asks enterprises to develop a team with high stability; on the other hand, it becomes harder and harder to maintain employee's loyalty. Here comes the question: how to resolve the contradiction between enterprises and employees, so as to make them united again?

For the past decades, commitment research has become a very important direction of psychological research, organizational behavior research and management research, among which organizational commitment is directly related to organization and thus has always been the focus of commitment research in China and overseas. The lifetime-long employment relationship popular in the past has collapsed and been replaced with employee's different attitude towards organization and occupation. Compared with the past, the importance of organizational commitment is reduced. In the era of knowledge economy, Ladd, John (1967) stated that loyalty refers to a new order formed through management. The content of this new order is that more professionalism has been added into the relationship between enterprises and employees, that is to say employees can realize the competitive challenges their enterprises are facing and they are willing to take the challenges for corresponding rewards. However, they will not promise to be loyalty to the enterprises forever.

An enterprise is an economic organization, and its final goal is to obtain economic profit and realize its organizational performance. However, the fundamental reason for why enterprises pay much attention to organizational commitment is that this employee attitude variable is beneficial for the accomplishment of organizational performance. As a result, its employees' organizational commitment is a means for an enterprise, but not its final goal. Since the post-80s employees have overset the content of traditional organizational commitment, the targets of their loyalty have changed from enterprises to personal profession and occupational career. Therefore, enterprises should keep a foothold in organizational performance and build equal cooperative partnership with their post-80s employees in which both sides will respect and depend on each other: on one hand, organizations need to depend on the post-80s employees' expertise, advanced knowledge, comprehensive theoretical duty and application ability; on the other hand, organizations also should have the resources (such as advanced hardware equipment) and knowledge framework (matching and replenishment of various expertise) that the post-80s employees need to rely on. They should provide their post-80s employees with a platform for developing sound and comprehensive occupation; and lead the post-80s employees' loyalty on profession and occupational career to enterprises in order to regenerate organizational loyalty.

Chapter 5 Research Limitation and Prospect

This paper starts from the post-80s employees' development. It has defined the described the post-80s employees' characteristics in the workplace, and made qualitative and quantitative research on the post-80s employees' characteristics in the workplace. Based on the above content, this thesis has also offered some strategic suggestions about management on the post-80s employees for enterprises. However,

due to the limitation of time, energy and research ability, there must be certain limitation in this paper.

1. For dimensionality part, as the dimensionality of the post-80s employees characteristics in the workplace established in this thesis is the first try in history, no sophisticated research can be applied as reference. Due to the limitation of research ability, the establishment of related dimensionalities is only for preliminary phase, subsequent research and empirical verification are needed for improvement.
2. In research on the post-80s employees' characteristics in the workplace, this paper has made analysis on five sub-perspectives through qualitative and quantitative research methods. There's only qualitative research made on the perspectives of personality and occupational orientation. Subsequent studies can make systematic quantitative research on the five perspective of characteristics in the workplace and discuss the more precise relation between each perspective.
3. While making empirical research on the post-80s employees' characteristic of being employed, this research has applied questionnaire survey method. As it's hard to control the questionnaire filling situation, answers may be disloyal due to the influence left by the objects' subjective factors. If the research can be completed in combination with interviews, we may have a better understanding of the deeper reason behind the post-80s employees' characteristics in the workplace. Moreover, there's certain difficulty in taking samples because of the sensibility involved in the research content. As our range of selection is comparatively narrow, the popularization for the research conclusions should be careful. Most samples come from the enterprises in Tianjin, Shijiazhuang and Tangshan. Resulting from the limitation in the survey subjects' locations, the research results can only reflect the post-80s employees' characteristics in the workplace in certain areas of China and are not applicable for comprehensively showing the post-80s employees' current application situation in enterprise human resource management practice.

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4. In this research, only suggestions about management directions and strategies have been proposed with few management measures. Subsequent studies can follow this train of thought and offer more specific management measures.

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Appendix

Questionnaire of the Post-80s Employees' Characteristics In The Workplace And Management Strategy Research

Ladies and gentlemen,

Right now, I am working on a scientific program of the post-80s employees' characteristics in the workplace and management strategy research. I sincerely hope to get your opinions about your job and the enterprise that you are working for. Your opinions will help us improve the current situation of enterprise human resource management and adjust it to fit the post-80s employees' management need in a better way.


The questionnaire survey will be completed in anonymous form. Your answers will only be used for comprehensive statistical analysis. No adverse effect will be imposed on you. Please fill in this questionnaire with no worry.

This is your chance to fight for your future rights and interests. I am looking forward to reading your honest answers.

Thanks for your time in helping me completing this questionnaire. Many thanks for your cooperation.

Example:

1. I can get sense of personal achievement from work.	1	2	3	4	5
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(Note: For your convenience, you can use the highlighting display function of Word software. )

Part I: Job Satisfaction Scale

Please thoroughly read the description of each item. Choose the number that can best fit your satisfaction level from the five scores (from “Very Dissatisfied” to “Very Satisfied”) in the right columns, and mark it in your favorite way.	Very dissati sfied	→			Very satisf ied
1. The comfort degree of my working environment (workplace and working condition)	1	2	3	4	5
2. The harmony degree among colleagues	1	2	3	4	5
3. Welfare measures and leisure activities the enterprise has taken for employees	1	2	3	4	5
4. I can get sense of personal achievement from work.	1	2	3	4	5
5. The soundness and improvement degree of enterprise regulation system	1	2	3	4	5
6. The overall quality and management capability of enterprise management level	1	2	3	4	5
7. The fairness and reasonability degree of my salary level according to my contribution at work	1	2	3	4	5
8. The immediate boss’s ability of allocating work and making decisions	1	2	3	4	5
9. I can have chances to practice my personal ideas and take actions.	1	2	3	4	5
10. The degree of how much attention the enterprise pays to employees’ suggestions and advice	1	2	3	4	5
11. The degree of how sufficient is the chance for employees outstanding at work to get promoted in my enterprise	1	2	3	4	5
12. The degree of how much can the examination and evaluation system reflect employees’ job performance in my enterprise	1	2	3	4	5
13. The degree of how often I can get normal rest and vacation in my enterprise	1	2	3	4	5
14. The severity degree of prevarication and quarrelling in my enterprise	1	2	3	4	5
15. The degree of how fair my superior is in treating each subordinate	1	2	3	4	5
16. The frequency of the situation that I can get appraisal from my superior because of my outstanding work	1	2	3	4	5
17. The frequency of the situation that I have to make excessive effort because of my colleague’s limited ability	1	2	3	4	5

18. The improvement degree and implementation guarantee situation of occupational career planning that my enterprise establishes for employees	1	2	3	4	5
19. The frequency of the situation that my superior listens to subordinates' thoughts and reasonable suggestions	1	2	3	4	5
20. The degree of the situation that my enterprise encourages employees' innovative ideas and is willing to provide employees with the chances to try their ideas.	1	2	3	4	5
21. The degree of how much attention my enterprise pays to employee's training and knowledge/ability development	1	2	3	4	5
22. The degree of how much each member in my work team or department tries to do their job	1	2	3	4	5
23. The degree of how my current job fits my personal interests	1	2	3	4	5
24. The degree of my satisfaction in my current job in general	1	2	3	4	5

Part II: Organizational Justice Scale

Please thoroughly read the description of each item. Choose the number that can best fit your satisfaction level from the five scores (from "Very Dissatisfied" to "Very Satisfied") in the right columns, and mark it in your favorite way.	Ver y diss atis fied	→				Ver y sati sfie d
		1	2	3	4	
1. My salary is fair and reasonable compared with my colleagues with same position or job responsibility.	1	2	3	4	5	
2. If necessary, there're enough procedures to reevaluate my job performance.	1	2	3	4	5	
3. My superior will think about my stance while making any decision related to my work.	1	2	3	4	5	
4. The distribution results can always reflect my contribution to the organization.	1	2	3	4	5	
5. My superior will collect correct information and evaluate my job performance based on it.	1	2	3	4	5	
6. The enterprise will offer certain rewards to employees with good job performance.	1	2	3	4	5	
7. The distribution results can always fit my job performance.	1	2	3	4	5	
8. The enterprise distributive system is open and transparent which can be effectively implemented.	1	2	3	4	5	

9. My superior can be honest while communicating with me.	1	2	3	4	5
10. My salary and rewards are fair and reasonable compared with other colleagues' job performance.	1	2	3	4	5
11. My superior can always make reasonable explanation while making decisions.	1	2	3	4	5
12. My superior will show his/her kindness and care to me while making any decision that is related to my work.	1	2	3	4	5
13. My salary and rewards are reasonable according to my workload and job responsibilities.	1	2	3	4	5
14. My superior can deal with any decision that is related to work in a fair way.	1	2	3	4	5
15. The enterprise distributive system can represent most employees' willingness.	1	2	3	4	5