

How Perceived Organizational Support Impacts on Post-1990s Employees' Turnover Intention: Taking China Tobacco Companies as an Example

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Tobacco industry is an important part of the national economy and a mainly sources of national fiscal revenue. The healthy and stable growth of the tobacco industry is of great significance to the country's economic development. In particular, the overall quality and work stability of human resources are the key factors for the development of the tobacco industry. Chinese post-1990s are gradually entering the workplace and becoming the backbone of society. However, their high-frequency turnover had different degrees of impact on the stability of the organization and their own career. So, the purpose of this study was to investigate thoroughly the mechanisms of POS on turnover intention (TI) of post-1990s of China tobacco industry based on the mediation of OI, and the regulative effect of employability perception (EP). After collecting the results of questionnaires covering perceived organizational support, turnover intention, organizational identity and employability perception from 352 post-1990s employees of China tobacco industry, our hypotheses were tested using the Hierarchical Regression Analysis (HRA). Results displayed that there was a significant negative correlation between POS and TI of post-1990s employees. Turnover intention of post-1990s employees was significant negative impacted by Organizational identity and employability perception. Internal employability perception (IEP) had a greater impact on TI than that of external employability perception (EEP). Organizational identity played a partly positive mediating effect between POS and TI of post-1990s employees. Employability perception played a negative moderating role between POS and TI of post-1990s employees. Furthermore, the moderating effect of internal employability was greater than that of external employability, and the post-1990s employees with higher employability were more sensitive to the effect on POS on TI. Finally, this study provided suggestions for China tobacco industry

that strengthening the post-1990s employees' recognition of the organization, improving their overall self-awareness, and improving the level of organizational management were helpful to the career of post-1990s and organizational development.

Key words: tobacco companies; post-1990s generation; perceived organizational support; turnover intention

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INTUODUCTION

The tobacco industry occupies a very important position in China's economy and is one of the important sources of fiscal revenue. China's tobacco industry has become a very huge industry. As a state-owned monopoly industry, the tobacco industry has gone through a brilliant 20-year development process. Entering the 21st century, it is facing a great impact from the changes of market environment at home and abroad.¹ How to adapt the tobacco monopoly system with the color of planned economy to the new situation has become a problem that needs to be deeply considered at present.

In an era of rapidly developing information technology and diversified cultural values, the post-1990s generation in China has gradually stepped into the workplace and become the backbone of society. The post-1990s generation has distinct personality characteristics, and they pay more attention to themselves. They are eager to learn and have a high sense of innovation, but they will not compromise. They are open-minded, precocious, optimistic, and confident, and they have more complex thoughts and behaviors.² However, their self-control ability and self-cognition ability are relatively weak.³ In recent years, various employment reports have pointed out that the rate of turnover of post-1990s employees is high, and the average turnover cycle is less than one year. The first job-hopping cycle is 4 years for post-1970s employees, 3.5 years for post-1980s employees, 19 months for post-1990s employees, and 7 months for post-1995s employees.⁴ This shows that the average time employees spend before switching jobs has

gradually decreased over time. The factors influencing the high frequency turnover of the post-1990s generation include the following: the rapid development of the social economy and the employment situation, organizational culture,⁵ the management system, salary levels, internal equity, psychological immaturity, and the trust crisis. However, low organizational identity and loyalty are the core reasons why post-1990s employees leave their jobs. The high frequency turnover of post-1990s employees will produce an effect on the stability of organizations and the employees' careers. Therefore, turnover among the post-1990s generation has become an urgent social problem.^{6,7}

Turnover intention is the psychological tendency of employees to leave current organizations and go to other organizations.^{8,9} According to expectancy theory and self-regulation theory, reasonable turnover intention is affected by whether the conditions and external market environment can bring better results after leaving.¹⁰ According to the social exchange theory, employees and enterprises form an exchange relationship. Employees will evaluate the attitude of the organization regarding their contributions and the extent to which their needs are satisfied and will show corresponding feedback in their future work.¹¹ Positive feedback leads to high-performance behavior, while negative feedback is reflected in a decrease in job satisfaction and even turnover behavior. Perceived organizational support is a kind of self-perceived evaluation of whether and to what extent individuals attach importance to their own contributions to the organization and to their own well-being. The higher the level of organizational support, the stronger the loyalty and sense of belonging expressed by employees,^{12,13} this means that the level of turnover intention will decrease with an increase in

organizational support.^{14,15,16} The factors that affect employee turnover intention include the labor market, organizational management, personal characteristics, job satisfaction and general wellbeing,¹⁷ expected return,⁴ and organizational conflict, among which perceived organizational support is a more important factor. Existing studies have shown that it is significantly negative correlation between POS and TI.^{18,19,20,21} For post-1990s employees, most of them are between 22 and 30 years old and the need for organizational support is thus more urgent for them. However, the effect on perceived organizational support on turnover intention among post-1990s employees in ChinaTobacco Corporation. requires further empirical research.

OI is a process by which individuals, after cognition and evaluation of an organization, think that they are part of an organization (i.e., develop a sense of belonging), thus producing a positive evaluation and a collective sense of honor to the organization.²² Among the mediating effects of perceived organizational support on turnover intention, organizational identification,^{23,24} organizational commitment, emotional commitment, and satisfaction²⁵ play a negatively mediating role. According to social exchange theory, when employees perceive adequate support from an organization, based on reciprocity, they will reward the organization accordingly.^{15,26} With an increase in this kind of positive feedback behavior between employees and organizations, more identity and belonging will be generated.^{27,28} Employees will regard themselves and the enterprise as a community with common goals, and they will actively contribute to the organization.²⁹ After the individual has a comprehensive to the organization and a sense of honor and self-esteem, they will identify emotionally with the organization, and they will establish a strong sense of connection and dependence with the organization.³⁰ The higher the level of organizational identity, the more positive the individual's work attitude and the lower the turnover rate.³¹ If the individual's organizational identit

y level is low, there will be negative or even turnover behavior. Organizational identification can be used as an important indicator to predict employee turnover intentions, and predictions on the basis of this indicator are far more accurate than those based on job satisfaction.^{32,33} Moreover, organizational identity plays a mediation between POS and TI.³⁴ Previous studies have shown that for post-1990s employees, organizational identity, as a mediator variable of POS and TI, is rarely studied. Thus, further research is needed.

Employability perception refers to an individual's perception of new job opportunities both inside and outside the organization.^{9,35} Employability perception is influenced by the individual's comprehensive ability and the internal and external environment of the enterprise.³⁶ At the same time, it positively affects employees' insecurity and turnover intention. According to the theory of self-regulation, people's behavior will adjust accordingly after evaluating the external environment and their own situation. The higher the employability perception level is, the more confident the employees will be; this means better compensation and development, and thus higher performance and a lower turnover rate.³⁷ There are important differences in the influence of employability perception on turnover intention. Employability perception indirectly (rather than directly) affects turnover intention.³⁸ Among moderating variables, employability perception plays a significant moderation between values and TI.^{39,40} In the effect of job insecurity on job happiness, employability perception plays a significant moderating role. Employability perception can be divided into external employability perception and internal employability perception, and its effect on turnover intention shows opposite results.⁴¹ Therefore, the moderating effect of employability perception on POS and TI needs to be further verified.

China's tobacco enterprises generally lack of human resources. Under the monopoly system, China's tobacco system is vertical management. Tobacco circulation and sales are completely controlled by tobacco monopoly bureaus at all levels. It is a mixture of public institutions and state-owned enterprises. It enjoys higher wages and benefits than

tobacco production enterprises. The phenomenon of eating "big pot" within the unit is serious, and even the arbitrage phenomenon of privileged classes obtaining cigarettes at low prices, as well as the "conspiracy" between employees and smuggled tobacco and counterfeit tobacco producers and sellers. The backward tobacco circulation system has kept the tobacco product market in a situation of supply exceeding demand, stimulating the demand for smuggled cigarettes. The closed tobacco production system leads to unreasonable personnel composition, low skills and educational background, and most enterprises ignore human capital investment. The skills of employees of tobacco monopoly bureaus at all levels have not been improved for a long time, and the human capital investment of authorized operators is seriously insufficient. Lack of internal incentive mechanism and lack of transparency and fairness in the selection of middle and senior managers.⁴²

Apart from previous research, this study extended them from the following aspects. (1) Based on self-regulation theory and social exchange theory, and taking organizational identification as the intermediary variable, and employability perception as the moderating variable, we constructed a conceptual model of the effect on POS on TI of post-1990s employees in China Tobacco Corporation. (2) We conducted an in-depth analysis of its mechanism. The results of our research can serve as a reference and help guide enterprises to improve employee management by understanding the reasons behind employee turnover and by promoting effective enterprise management practices.

THEORY AND HYPOTHESIS

POS and TI

Social Exchange Theory holds that it is an economic relationship or social exchange relationship between employees and enterprises. In the process of interaction between employees and organizations, employees will perceive and evaluate

the attitude of the organization to their value contribution and the degree of satisfaction of their needs. They will then show corresponding positive or negative feedback in future work. Positive feedback is mainly reflected in the occurrence of organizational citizenship behavior, an increase in work engagement, the enhancement of the sense of belonging, and other high-performance behavior. Negative feedback is mainly reflected in a decrease in job satisfaction, decrease in work engagement, destructive behavior, and even resignation. As a member of an organization, the individual's attitude, behavior, and final performance will be affected by organizational support. When perceived organizational support is high, employees will make corresponding positive feedback to reduce their TI.

POS is a kind of self-perceived evaluation of whether and to what extent the individual attaches importance to their own contribution to the organization and to their own well-being. The higher the level of organizational support, the stronger the loyalty and sense of belonging expressed by employees. Consequently, the turnover intentions of employees will decrease with an increase in organizational support.^{15,21} Therefore, employees' sense of organizational support mainly comes from the satisfaction of their emotional needs and the recognition of their contributions. There is a strong positive correlation between POS and employees' emotional commitment, organizational citizenship behavior and performance. It also alleviates the work pressure of employees to a certain extent, and the turnover intention is significantly lower. By providing good leadership support, fair procedures, a good working environment, and sufficient rewards, employees will have a strong sense of organizational support.^{43,44,45} If an organization wants its employees to accomplish its expected goals or perform high quality work, it must provide corresponding instrumental support in addition to respect and support. If not, the work of employees will be affected, and this can lead to anger and frustration, resulting in turnover intention.^{20,46} Existing studies have shown that it is a significantly negative correlation between POS and TI.^{18,19,21} Most post-1990s employees are in the development period of their career, and their need for organizational support

is thus more urgent. So, we put forward the following hypothesis:

Hypothesis H1: POS is negatively correlated with the turnover intentions of post-1990s employees in ChinaTobacco Corporation.

The Mediating Effect of OIBetween POS and TI

OI is a process by which individuals, after cognition and evaluation of the organization, think that they are part of the organization and develop a sense of belonging, thus producing positive evaluations and a collective sense of honor to the organization. It is an emotional bond between individuals and organizations based on certain circumstances.^{22,26} The influencing factors of organizational identity include reputation, organizational diversity and uniqueness, unique organizational culture^{27,47} and leadership style.⁴⁸ The individual experience in the organization produces the identity of the organization through cognition, emotion, social identification, and group identification. After the individual has a comprehensive understanding of the organization, he will gradually map some characteristics of the organization to itself. When individuals establish formal membership in the organization and have a sense of honor and self-esteem, they will emotionally identify with the organization. In a larger social context, individuals believe that they are closely connected with their organizations and are strictly differentiated from other organizations. In this process, they strengthen their identification with organizations.^{49,50} Group identity will enhance the correlation and dependence between individuals and groups, and the organization will form common goals that will produce organizational identity.⁵¹

According to social exchange theory, social exchange generally exists when personnel learn that the enterprise attaches importance to their own contribution and pays attention to their living conditions. That is, when employees perceive a certain degree of organizational support

in some aspects, they will be motivated. At the same time, based on a reciprocal relationship, when employees feel incentive, they will make corresponding behavior to reward the organization. This also increases organizational identity. Therefore, employees will evaluate and judge the perceived level of organizational support, divide their relationship with the organization, and eventually form a "relational" or "transactional" relationship. The orientation of this relationship will directly affect the level of employees' organizational identification and responsibility.^{15,51,52} When an individual perceives the support of the organization for their work development needs, remuneration and welfare, and personal family, their emotional input to the organization will increase. With the increase of emotion and dependence, they will have a sense of identity and be-longing to the organization.^{53,54} Perceived organizational support not only increases employees' sense of responsibility and initiative contribution, but also increases individual's self-worth and self-esteem, thus enhancing organizational identity.^{47,55,56} To sum up, we put forward the following assumptions.

Hypothesis H2a: POS is positively correlated with the OI of post-1990s employees in ChinaTobacco Corporation.

Organizational Identity and TI

The more the level of organizational identity, the stronger the team consciousness of individuals in the organization. When employees' organizational identity reaches a certain level, their citizenship behavior also increases. Moreover, their work attitude towards the organization will be more positive, and the turn-over rate will be relatively lower.⁴⁸ If the individual's organizational identity level is low, employees will focus more keenly on the gain and loss of interests. They will lose trust in the organization, and even engage in destructive behavior. From the emotional point of view, when an individual's level of organizational identity is high, the organization's attractiveness will be stronger, and the individual will have a more positive attitude. At the same time, they will ignore new job opportunities, thus reducing the turnover rate.²⁴ This has a directly negative correlation with turnover

tendency.³⁴ Organizational identity thus reduces the turnover intentions of employees and alleviates intra-organizational conflict.²³ Therefore, the following assumptions are put forward:

Hypothesis H2b: it is a significantly negative correlation between OI and TI of post-1990s employees in ChinaTobacco Corporation.

When employees perceive the organization's need for employees and they organization provides ample support for their personal development, they will connect themselves with the enterprise and regard the enterprise as a community with common goals. Their behavior and attitudes will become more positive. The stronger the individual's identification with the enterprise, the higher the possibility of meeting the organization's needs, and the more likely the individual will contribute to the organization through positive behavior.²⁹ Previous research have displayed that organizational identity plays a significant mediation between POS and TI.⁵⁷ Under the mediation of organizational commitment and affective commitment, there is a significantly negative correlation between POS and TI.²⁵ Organizational identity is a part of organizational commitment.⁹ That is, organizational identification and organizational commitment have a strong correlation. Therefore, organizational identity plays a mediating role between organizational support and turnover intention, showing a significantly negative correlation.^{58,59} For post-1990s employees, when the POS is greater, the belonging will stronger to the employees. This gradually transforms into identification with the organization, alleviating negative behavior such as resignation.⁶⁰ Organizational identity is thus connected to the behavior and attitudes of employees after they feel support from the enterprise. So, we can put forward the following assumptions:

Hypothesis H2: OI mediates the role of POS on TI of post-1990s employees in ChinaTobacco Corporation.

The Moderating Effect of Employability Perception(EP)

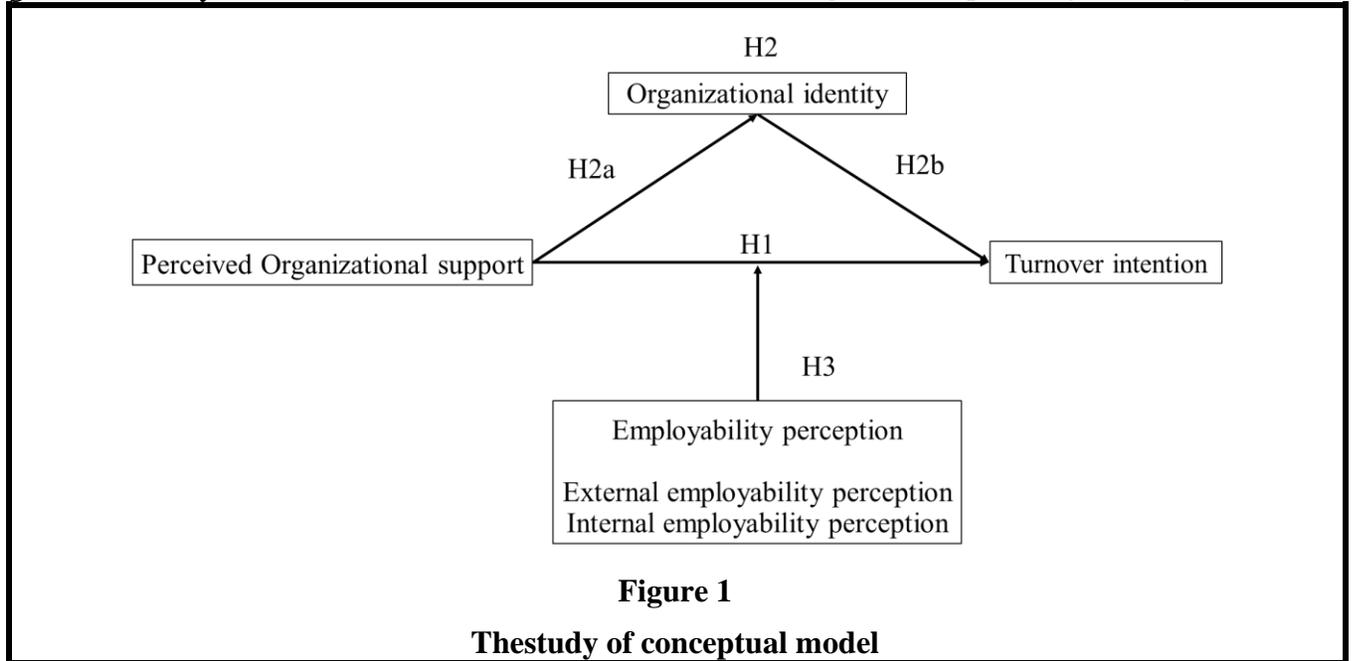
Employability is to an individual's perception of new job opportunities both inside and outside the enterprise.¹⁰ Employability is not only affected by the individual's self-employment ability and current situation, but also by the internal and external environment of the organization.^{36,39} Job performance partly depends on the comprehensive skills possessed by individuals. The more capable individuals are, the faster they can adapt to the dynamic workplace environment and perform well. The higher the level of employability perception, the stronger the employees' confidence that they can find a new job. At the same time, this means that they have better remuneration and development opportunities. Therefore, the likelihood that they will leave the company will be higher. Previous studies have shown that the higher the employability perception level, the higher the performance, albeit with a higher turnover rate. Employability perception is positively correlated with job insecurity and TI. The correlation between EP and TI was 0.27⁵⁹ and 0.12, or even weaker. When individuals lack corresponding job resources, employees with higher EP are more likely to have TI. However, EEP is positively correlated with TI ($r = .23, p < .01$), and internal employability perception has a significantly negative correlation with TI ($r = -.45, p < .01$).⁴¹ According to self-regulation theory, people's behavior will adjust accordingly after evaluating the external environment and their own situation. This is consistent with employability perception. There are important differences in how employability perception influences turnover intentions. Some studies suggest that employability perception indirectly (rather than directly) affects turnover intention. Employability perception plays a significant moderation between values and TI,⁴⁷ and employability perception plays a significant moderation in the influence of job insecurity on job well-being.⁴¹ To sum up, we can put forward the following assumptions:

Hypothesis H3: EPhas moderatingrolebetweenPOS on the TI of post-1990s employees in ChinaTobacco Corporation.

Research Model

Based on Social Exchange Theory and Self-Regulation Theory, we constructed a theoretical

model of the effect of POS on post-1990s employees' TI, in which OI and EP play a mediating and moderating effect respectively (See Figure 1)



RESEARCH DESIGN

Design of The Survey Scale

POS

POS was surveyed by a three-dimensional scale constructed by Ling Wenquan. Twenty-four items were included in total. Ten items assessed perceived working support (e.g., “If I do well in my work, I can attract the attention of the company”); seven items assessed perceived value identification (e.g., “The company thinks it will make a big difference to keep me”); and seven items assessed perceived interest concern (e.g., “The company will reward me for extra work besides my own work”). The scale has been widely recognized and applied in domestic research.

Organizational identity

The concept and viewpoint of organizational identity are not unified in the existing research because it is a more complex factor. This study intends to introduce the influence of OI on TI, so this paper selected the OI scale constructed by Mael and Ashforth (1992) which has six

items (e.g., “when talking about companies, I often say “we...”, not “they...””). It has been widely used in China and has good reliability and validity.

Perceived employability

There are two-dimensional scale and 11 items to the EP scale developed by Rothwell and Arnold (2007). Seven items assessed external perceived employability (e.g., “I can also find jobs related to my skills and experience elsewhere”); four items assessed internal perceived employability (e.g., “Although different from the work I am in hand, I am well aware of my potential opportunities in the company”).

Turnover intention

There are four items in the turnover intention scale, including two reverse scoring questions (e.g., “I didn't want to leave my present unit; I plan to make a long-term career development in my current company”) and two positive scoring questions (e.g., “I'm tired of my present position and want to change my job; In the next six months, I am likely to leave my current unit.”).

Data Collection

We randomly selected and contacted post-1990s employees in ChinaTobacco Corporation through online. The investigation mainly included five parts: demographic characteristics, perceived organizational support, turnover intentions, organizational identification and employability perception. Finally, we received a total of 352 valid questionnaires accounting for 70% of the total number of questionnaires in the research. Excluding unrelated and invalid samples. The sample size met the requirements of the analysis. The demographic variables of the samples can be seen from Table 1.

Scale Test

All of the analyses including validity, reliability, description, correlation, and hierarchical regression were made at SPSS 22.0, Amos 24.0 and PROCESS v3.2.01 for SPSS.

Three categories were grouped by factor analysis. 24 items of POS scale, KMO, CR, and variance explained were determined 0.97, 0.93, and 65.26% respectively. The 24 items in the factor analysis complied with the original scales, and the factor loading ranged between 0.60 and 0.75.

Explanatory factor analysis was also conducted to determine the factor structure of organizational identification scale which was grouped under one category as shown in Table 2. The analysis showed that CR, KMO, and variance explained in one dimension were determined 0.91, 0.89, and 69.1% respectively.

The explanatory factor analysis of employability perceived was shown in Table 2. The analysis showed that KMO, CR, and variance explained in a single dimension were determined 0.83, 0.83 and 57.04% respectively, and the factor loading of items ranged from 0.42 to 0.68.

The factor analysis of turnover intention scale showed that KMO, CR, and variance explained in one dimension were determined 0.85, 0.93 and 83.11% respectively, and the factor loading of these items were between 0.80 and 0.84. The results indicated that all the values of Cronbach's α , CR, AVE of variances scale had appropriate reliability and validity.

DATA ANALYSIS

Demography Descriptive Statistics

According to Table 1, there were 168 males and 184 females, accounting for 47.70% and 52.30%, respectively. Respondents aged 24 to 26 years and those aged 27 to 30 years accounted for 36.60% and 49.70%, respectively. The proportion of respondents under 24-years-old was relatively small (13.60%). This is consistent with the basic situation of post-1990s employees in ChinaTobacco Corporation. In terms of educational background, the proportion of respondents with an undergraduate degree was the largest (62.20%), and the proportion of respondents with a master's degree or above was the smallest (2.90%). In terms of marital status, the proportion of unmarried (46.60%) and married (53.40%) respondents was basically the same. In terms of length of service, the majority were 2 years or less (30.40%) and 2~5 years (47.40%); a few (9.10%) were more than 10 years.

Table 1
Descriptive Statistical Analysis of Demographic Variables

Variables	Classification	Frequency	%
Sex	Male	168	47.70
	Female	184	52.30
Age	21-23 years old	48	13.60
	24-26 years old	129	36.60
	27-30 years old	175	49.70
Education	junior college	99	28.10
	undergraduate	219	62.20
	High school and below	25	7.10
Marriage	master degree or above	9	2.60
	unmarried	164	46.60
	Married	188	53.40
Working years	10 years and above	32	9.10
	5-9 years	46	13.10
	2-5 years	167	47.40
	less than 2 years	107	30.40

Reliability and Validity of the Scale

The Cronbach's α indicates that the internal structure of the scale is good and consistent, that its coefficient more than 0.7 indicates good reliability. It is barely suitable for factor analysis when KMO is greater than 0.6. When it is less than 0.6, it is not suitable for factor analysis. When it is less than .05, it means that it is significant at the level of .05, and the smaller it

is, the more significant it is. CR is the combination reliability coefficient, and 0.7 is its critical value. The larger the value, the better. The critical value of AVE is 0.5. The larger the value, the better the reliability of the scale. CFI is the value-added fitness index, when its value is greater than 0.94, it means that the fitness of the model is good. RMSEA is the absolute fitness index, and when its value is less than 0.07, it means that the model has good fitness.(See Table 2)

Table 2
Reliability and Validity Test (N=352).

Variables	Cronbach's α	KMO	Bartlett Test	CR	AVE	GFI	RMSEA	CFI
	>0.7	>0.7	<0.05	>0.7	>0.5	>0.9	< 0.08	> 0.9
TI	0.93	0.85	0.00	0.93	0.78	0.98	0.08	0.90
POS	0.98	0.97	0.00	0.93	0.63	0.87	0.07	0.94
PWS	0.95	0.95	0.00	0.95	0.65			
PVI	0.92	0.91	0.00	0.92	0.62			
PIC	0.91	0.88	0.00	0.92	0.62			
OI	0.91	0.89	0.00	0.91	0.63	0.95	0.12	0.96
EP	0.86	0.83	0.00	0.83	0.55	0.90	0.12	0.85
EEP	0.85	0.82	0.00	0.85	0.55			
IEP	0.77	0.78	0.00	0.80	0.51			

Note.

POS = perceived organizational support; PWS = perceived working support; PVI = perceived value identification; PIC = perceived interest concern; OI = Organizational identity; EP = employability perceived; EEP = external employability perception; IEP =internal employability perception; TI = turnover intention.

Summary of Model Fit Indices

We evaluated a one-factor measurement model in which a single factor was set to load by CFA through the maximum likelihood method with AMOS 22.0. Two-factor model, that is, perceived organizational support and organizational identity were measured one and employability perceived and turnover intention were evaluated. Triple-factor model consists of perceived organizational support and

organizational identity were measured one, employability perceived and turnover intention. Four-factor model consists of perceived organizational support, organizational identity, employability perceived and turnover intention. Five-factor model consists of POS, OI, EEP, IEP and TI. Compared with the other four models, the five-factor model fits the data best. The fitting index is basically in line with the standard, which means that there was a good distinction between the constructs (Table 3).

Table 3
Summary of Model Fit Indices

Model	Factors	CMIN/DF	RMR	GFI	NFI	CFI	RMSEA
		<3	<0.05	>0.9	>0.9	>0.9	<0.08
One-factor model	POS+OI+EP+TI	3.59	0.09	0.67	0.78	0.83	0.09
Two-factor model	POS+OI, EP+TI	3.54	0.08	0.66	0.78	0.83	0.09
Three-factor model	POS+OI, EP, TI	2.90	0.07	0.73	0.82	0.87	0.07
Four-factor model	POS, OI, EP, TI	2.87	0.07	0.73	0.82	0.88	0.07
Five-factor model	POS, OI, EEP, IEP, TI	2.30	0.05	0.80	0.86	0.91	0.06

CMIN: chi-square statistic; DF: degree of freedom; RMR: the root mean squared residuals; GFI: the goodness-of-fit index; NFI: the normed index; CFI: the comparative fit index; RMSEA: the root mean squared error of approximation; POS: perceived organizational support; OI: organizational identity; EP: employability perceived; EEP: external employability perception; IEP: internal employability perception; TI: turnover intention.

Analysis of Correlation Statistics

According to Table 4, the average scores of perceived organizational support, organizational identity, and employability tended to be four. The mean of turnover intention (M = 2.49, SD = 1.30) was lower than three, which was relatively low compared with previous research on that of non-tobacco companies and the mean of employability perception (M = 3.89, SD = 0.66) was relatively high compared with previous research on that of non-tobacco companies. There was no significant correlation among the variables in terms of gender. Age was positively correlated with POS, OI and EP, but negatively correlated with TI. Education had a significantly positive correlation only with employability. This showed that with an improvement of

education, the human capital of employees increases, and career choice was more flexible. In addition to turnover tendency, married people had a lower level of turnover intention, while unmarried people had higher turnover intention. All variables showed significant differences in length of service, except for turnover tendency. They were positively correlated with length of service. That is, the longer the length of service, the stronger the sense of organizational support, organizational identity, and employability. TI decreased with the increase of service age, indicating that the shorter the length of service, the higher the turnover intention.

Table 4
Means, SD, and correlations of variables

Variables	Mean	SD	1	2	3	4	5	6	7	8
1.Sex	1.52	.50								
2.Age	2.36	.71	-.03							
3.Education	2.60	.66	-.02	.16**						
4.Marriage	1.53	.50	-.03	.65**	-.01					
5.Working years	2.01	.90	-.00	.52**	.22**	.39**				
6.POS	3.666	.97	-.06	.38**	.08	.34**	.23**			
7.OI	3.693	.98	-.02	.37**	.06	.32**	.20**	.96**		
8.EP	3.891	.66	-.04	.32**	.14**	.23**	.26**	.83**	.80**	
9.TI	2.489	1.30	.03	-.24**	-.07	-.16**	-.25**	-.68**	-.69**	-.51**

Note.
N = 352;*p < 0.05. **p < 0.01;Gender: 1 = male, 2 = female; Age: 1 = 21~23 years old, 2 = 24~26 years old, 3 = 27~30 years old; Education:1 = junior college, 2 = undergraduate, 3 = high school and below, 4 = master's degree or above; Marriage: 1 = unmarried, 2 = married;Working years: 1 = 10 years and above, 2 = 2~5 years, 3 = less than 2 years, 4 = 5~9 years;POS = perceived organizational support; OI = Organizational identity; EP = employability perceived; TI = turnover intention;

Analysis of POS on TI

According to Table 5, Model 2 was significant (F = 53.30, p < .001). Marriage had a positively (b = .12, p < .05) impact on TI and working years had a negative (b = -.15, p < .001) impact on TI. POS (b = -.69, p < .001) had a negative impact on TI. That is, the higher the perceived organizational support, the lower the turnover intentions of post-1990s employees in China Tobacco Corporation. Therefore, hypothesis H1 was verified.

Analysis of Mediating Effect

Model 1 was significant (F = 714.83, p < .001). Gender (b = .04, p < .05) and perceived organizational support (b = .96, p < .001) had positive impact on organizational identity respectively. That is, the greater the POS, the higher the organizational identity of post-1990s

employees in China Tobacco Corporation. Therefore, hypothesis H2a was verified.

Model 3 was significant (F = 45.06, p < .001). Marriage had a positively (b = .12, p < .05) impact on turnover intention and working years had a negative (b = -.17, p < .001) impact on turnover intention. Organizational identity had a negative (b = -.50, p < .001) impact on TI. That is, the greater the OI, the smaller the TI of post-1990s employees in China Tobacco Corporation. So, hypothesis H2b was verified.

According to Models 1 and 3, OI had a significant negative mediating effect on POS influencing TI, and the indirect effect value was -0.48 (.96 × (-.50)), accounting for 70.57% (.48/.69). The direct effect value of POS on TI was (-.42 - .25 × EP) (b1 = -.42, p < .01; b2 = -.25, p < .001, Model 3) and was significant. Consequently, OI played a partly mediating role in the influence of POS on TI. Thus, hypothesis H2 was verified.

Table 5
The Results of Hierarchical Regression

Variables	Consequent				
	OI		TI		
	Model 1	Model 2	Model 3	Model 4	Model 5
Sex	.04*	-.01	.00	.01	.01
Age	.03	.03	.06	.05	.06
Education	-.02	.00	-.03	-.03	-.02
Marriage	-.02	.12*	.12*	.12*	.12*
Working Years	-.03	-.15***	-.17***	-.18***	-.16**
POS	.96***	-.69***	-.42**	-.31*	-.92***
OI			-.50***	-.47**	-.58***
EP			.05		
EEP				.04	
IEP					.06
EP×POS			-.25***		
EEP×POS				-.15*	
IEP×POS					-.30***
R ²	.92	.47	.54	.53	.53
ΔR ²			.026***	.009*	.029***
F	714.83***	53.25***	45.06***	42.54***	43.24***

Notes.

N = 352; *p < 0.05. ** p < 0.01; Standardized coefficients were shown; POS= perceived organizational support; OI= Organizational identity; EP= employability perceived; EEP = external employability perception; IEP = internal employability perception; TI= turnover intention.

Analysis of Moderating Effect

The fitting coefficient (F=45.06, p<0.001) of Model 3 was significant and the coefficient between POS and EP was significant (b = -.25, p < .001, bias-corrected 95% CI [-.66, -.18], excluding zero, 5000 bootstrap samples). Therefore, EP had a significantly negative moderating effect on POS and TI. According to

Figure 2(Low=M-1SD, High=M+1SD), the influence of POS on TI of post-1990s employees with higher EP became more sensitive. That is, the stronger the employees' EP, the more negative the influence of POS on their TI. According to the R-square change of 0.0257 (p<.001, Model 3), the effect of EP on POS on TI was 2.57%. Therefore, hypothesis H3 was verified

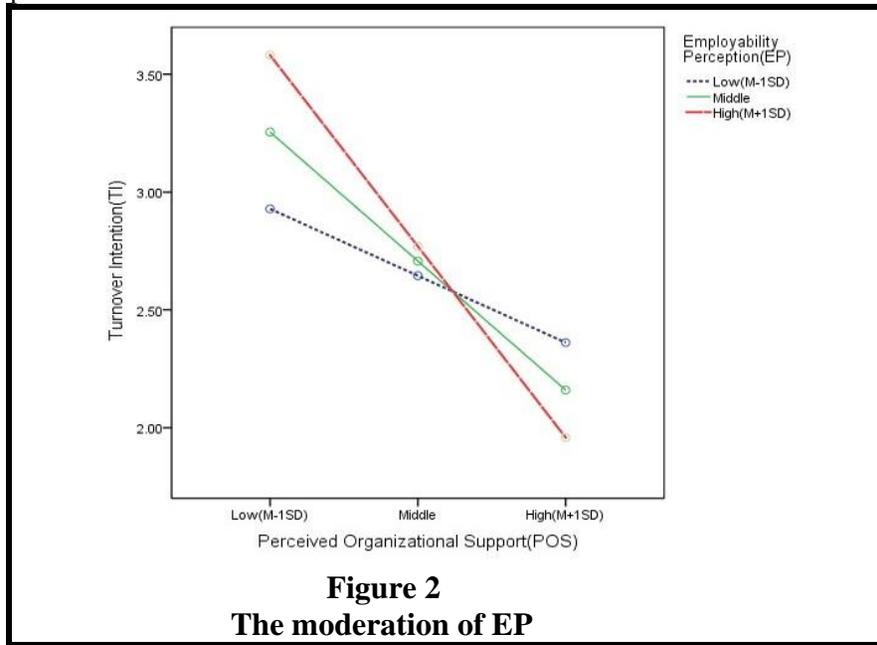


Figure 2
The moderation of EP

DISCUSSION

Theoretical Implications

The turnover intention of post-1990s employees in ChinaTobacco Corporation (M = 2.49, SD = 1.30, max = 5, min = 1) was relatively low, and polarization was large. There was no significant difference in education level and gender, but there was a significant correlation in marriage ($r = -.158, p < .05$), age ($r = -.24, p < .05$) and length of service ($r = -.25, p < .05$), that is, post-1990s employees in ChinaTobacco Corporation who are married, older, and with more working years have lower turnover intentions. This may be the result of the expected comprehensive effect of the slowing down of macroeconomic development and the increasingly severe employment situation during the covid-19 epidemic period in China. This also reflected the better management level and harmonious working atmosphere of enterprises, and the continuous enhancement of organizational support for the post-1990s employees in ChinaTobacco Corporation ($r = -0.68, p < 0.05$). Thus, organizations had a higher sense of identity ($r = -0.69, p < 0.05$). At the same time, it also reflected the more realistic career value

orientation of post-1990s employees in ChinaTobacco Corporation.

The POS (M = 3.67, SD = 0.97) of post-1990s employees in ChinaTobacco Corporation was in the upper-middle level, and older employees ($r = .38, p < .05$), those with a longer service ($r = .23, p < .05$), and married employees ($r = .34, p < .05$) felt adequately supported by their organizations. Organizational support not only enhanced the OI of post-1990s employees ($r = .96, p < .05$), but also significantly reduced TI ($r = -.68, p < .05$) in the context of clearer EP ($r = .83, p < .05$).

Older employees ($r = .37, p < .05$), those with a longer service ($r = .20, p < .05$), and married employees ($r = .32, p < .05$) will have more in-depth understanding of society and individuals and deeper feelings for the organization. Thus, they will pursue more stable career orientations. Therefore, age and family status can enhance employees' OI,⁵⁵ and reduce TI ($r = -.69, p < .05$). OI had a significantly negative mediating effect on TI ($b = -.48, p < .001, CI [-1.18, -0.25], 5000$ bootstrap samples), accounting for 70.57% of the total effect. This is consistent with existing research.^{57,58} For the influence of POS on TI, the OI of post-1990s employees in ChinaTobacco Corporation played a partial mediating role. This showed that there will have a stronger sense of belonging to the post-1990s employees in ChinaTobacco Corporation when they

feel more organizational support, thus enhancing their OI and reducing negative behavior such as turnover.⁶⁰

The employability level of post-1990s employees in ChinaTobacco Corporation(M = 3.89, SD = .66) was above the middle level. This showed that post-1990s employees in ChinaTobacco Corporation had a clearer understanding of their own abilities, organizational positions, and external talent market conditions. The higher the educational background ($r = .14, p < .05$), the older the age ($r = .32, p < .05$) and the longer the length of service ($r = .26, p < .05$), the stronger the employability awareness, and the lower the TI ($r = -.51, p < .05$). Moreover, employability perception had a negative moderating effect ($b = -.25, p < .001$, bias-corrected 95% CI [-.66, -.18], excluding zero, 5000 number of samples, Model 3). This differed from the results of previous studies.^{36,59} This showed that the post-1990s employees in ChinaTobacco Corporation had great differences in the external employment environment, individual characteristics, value orientation, and organizational identity.

The level of EEP (M = 3.97, SD = .70) of post-1990s employees was higher than that of IEP (M = 3.80, SD = .78). The negative influence of IEP ($r = -.62, p < .05$) on TI is greater than that of EEP ($r = -.26, p < .05$). This was consistent with previous studies that IEP

and TI were significantly negatively correlated ($r = -.46, p < .05$), but contrary to previous studies that EEP positively correlated with TI ($r = .24, p < .05$).⁴¹ This was caused by the differences of different subjects and showed some characteristics of the post-1990s in ChinaTobacco Corporation.

Both IEP ($F = 43.24, p < .001$; $b = -.30, p < .001$, bias-corrected 95% CI [-.661, -.20], excluding zero, 5000 bootstrap samples, Model 5) and EEP ($F = 42.54, p < .001$; $b = -.15, p < .05$, bias-corrected 95% CI [-.38, -.03], excluding zero, 5000 bootstrap samples, Model 4) negatively moderated the impact of POS on TI. According to the R-square change of 0.0089 ($p < .05$, Model 4), the effect of EEP on POS on TI was 0.89% and the effect of IEP on POS on TI was 2.9% according to the R-square change of 0.029 ($p < .001$, Model 5). That means that the negative moderating effect of IEP on POS to TI was greater than that of EEP did(See Table 6), Moreover, the higher the level of EP, including IEP and EEP, the greater the negative moderating effect (See Fig 2, Fig 3-4). This showed that, in an increasingly uncertain external employment market, organizations provided greater support for employee career development. Post-1990s employees with a matching degree of skills and job demand had stronger EP with a lower TI. This was not only based on the emotion and responsibility of the organization, and higher organizational identity, but also on safe and realistic behavior.⁵³ showing a value orientation of dependence⁴⁷ and a reciprocal relationship.

Table 6
The Conditional Direct Effect of POS on TI(N=352)

Conduction Pathway	W (-1SD, +1SD)	Effect $C_1'+C_2' \times W$	SE	t	p	LLCI	ULCI
POS – W(EP) – TI	-0.66	-0.29	0.20	-1.48	0.14	-0.69	0.10
	0.00	-0.56	0.20	-2.91	0.004	-0.95	-0.18
POS – W(IEP) – TI	0.66	-0.84	0.21	-4.00	0.000	-1.26	-0.43
	-0.78	-0.25	0.21	-1.18	0.24	-0.66	0.16
POS – W(EEP) – TI	0.00	-0.59	0.21	-2.78	0.006	-1.01	-0.17
	0.78	-0.93	0.24	-3.89	0.000	-1.40	-0.46
POS – W(EEP) – TI	-0.70	-0.27	0.20	-1.39	0.17	-0.66	0.11
	0.00	-0.41	0.19	-2.17	0.03	-0.78	-0.04
	0.70	-0.55	0.20	-2.77	0.006	-0.94	-0.16

Notes.

The bootstrap analysis method of process plug-in using SPSS regulation effect has nonstandard parameters of control variables; POS = Perceived organizational support; OI= Organizational identity; TI = Turnover intention. EP= Employability perception; EEP= External employability perception; IEP= Internal employability perception.

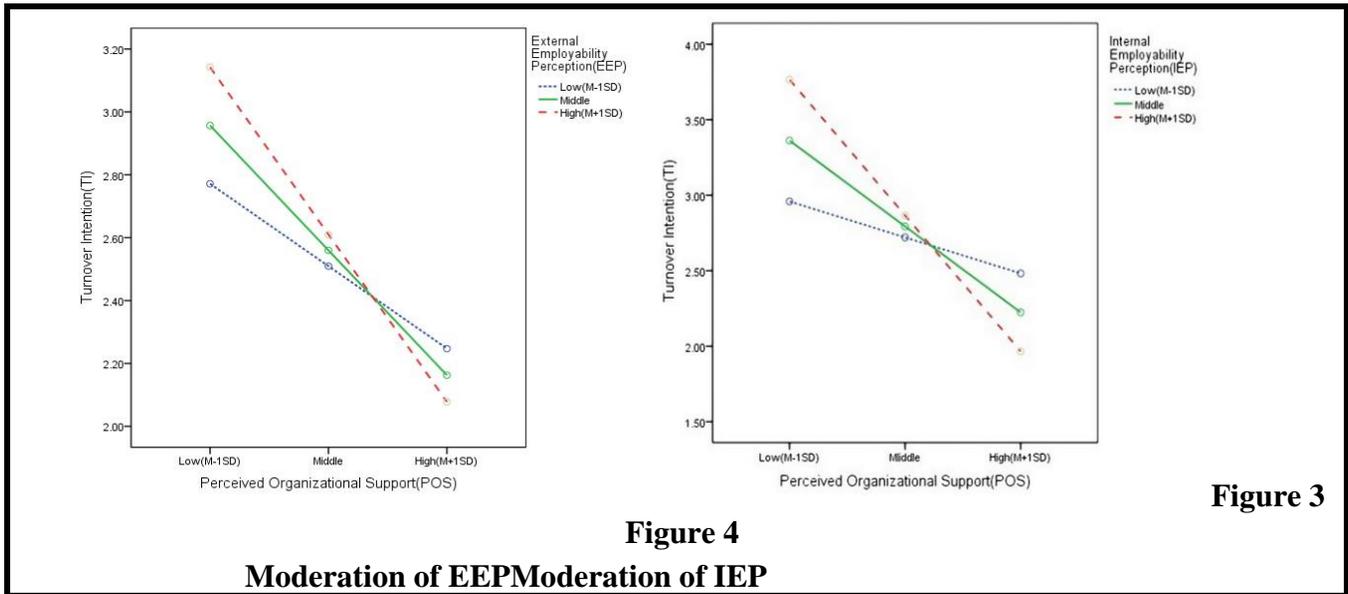


Figure 3

Figure 4

Moderation of EEP Moderation of IEP

Practical Implications

Implement personalized human resource management for character traits

The post-allocation should be carried out to create a harmonious organizational atmosphere and a comfortable working environment.⁵ The implementation of flexible work times enables them to have more independent work styles, and it allows for trial and error, encourages innovation, and give more care to their personal

growth.¹ Improving the management system and raising the salary level appropriately ensures the internal fairness of the implementation of the measures.

Enhance employees' perceived organizational support

Create good working support conditions, equip employees with sound basic conditions, be tolerant of the system and emotion, understand each employee, and provide adequate instrumental

support.^{20,21} Improve the system to achieve timely access to information and feedback. Enterprises should create a positive organizational culture and formulate a reasonable salary system and distribution system.^{42,53} Most post-1990s employees in China Tobacco Corporation are in the development period of their career, and their need for organizational support is thus more urgent. Therefore, enterprises should respect their interests and help them to make personalized career planning. Objective and reasonable evaluations of their contribution to the organization are important, as is positive affirmation.⁴² Provide good leadership support, fair procedures, a good working environment, and sufficient rewards.^{45,46}

Strengthen the organizational identity of post-1990s employees

To provide sufficient emotional support, establish and maintain emotional ties between employees and organizations,⁴⁸ enhance organizational commitment, build a “relational” community of shared goals between employees and organizations, and reduce intra-organizational conflict. It is necessary to build a unique corporate culture and leadership style. Pay close attention to employee living conditions, gains and losses of interest, and give them full trust.³⁴

Enhance the employability of employees

Perceived employability negatively moderates turnover intention, and high employability perception is more sensitive to the influence of perceived organizational support on turnover. Considering the research results, more the practical implications should be done for promoting well-being in workers and organizations. Establish smooth communication channels and transparent information systems, so that employees can clearly understand the employment situation inside and outside the organization. Help them carry out self-analysis, to better understand their position in the workpl

ace. According to the different styles of post-1990s employees in China Tobacco Corporation, enterprises should formulate personalized promotion channels and a fair and transparent promotion mechanism to provide full career development opportunities. When individuals lack the corresponding work resources, or when they lack job security and happiness, timely help is important in order to enhance their confidence. Establish learning organizations, create a learning atmosphere, and promote knowledge sharing. Improve the training system, increase training opportunities, and improve their work skills, to enhance their ability to resist pressure.

Establish scientific system for the use of HR

Innovate the management mode and introduce all-round talents to enrich them into China Tobacco Corporation and become the backbone of the future development. According to the needs of the market and the development of China Tobacco Corporation, introduce talents through multiple channels and levels, and establish a good employment mechanism. Effectively develop and utilize human resources, strengthen human resources management, give full play to the active role of human capital in enterprise operation, make human resources truly become the driving force to promote China tobacco enterprise development and ensure the realization of enterprise objectives. Establish a lifelong training system for all staff, continuously train talents, train and cultivate a high-quality enterprise manager team in China Tobacco Corporation.⁴²

Research Limitations

The conclusions of this study were affected by the number of samples collected and the balance of the sample distribution. The selection of variables and the measurement of related indicators may not be fully suitable for the basic characteristics of post-1990s employees in China Tobacco Corporation. This study only includes a cohort of Post-1990s employees in China Tobacco Corporation. Inferences are drawn about the uniqueness of the population without performing multi-group comparisons with employees that do not fall in this cohort. This made it hard to find evidence to substantiate claims made about the population in question. The biographical

variables were not sufficiently covered in the literature review. The conditions for the use of statistical methods could not be fully satisfied, and the interpretation of behavior lacked depth and accuracy. These limitations will result a certain degree of deviation to the research conclusions.

Prospects

We will expand the sample size and balance the population statistics to make the sample more representative. More reasonable data processing tools will be used to study related variables from a more rigorous perspective to guarantee the precise of the research results. We will choose a better measurement sample table, and develop a more mature scale that is more suitable for localization. After pre-investigation, adjustment, and improvement, we will form a more appropriate questionnaire, and we will make the research process more logical and reasonable. We will improve our study about the risk of reverse causality in a cross-sectional study for example or possible bias related to the self-report measure used in the further. We can further study the influence of perceived organizational support on turnover intention from competency or psychological distance.

CONCLUSION

This study explored the mechanisms of POS on TI of post-1990s in ChinaTobacco Corporation based on the mediating effects of OI, and the moderating effects of EP. The results showed that there was no significant correlation among the variables in terms of gender. Age was positively correlated with perceived organizational support, organizational identity, and employability, but negatively correlated with turnover intention. Education had a significantly positive correlation only with employability. Married people had a lower level of turnover intention, while unmarried people had higher turnover intention. All variables showed significant differences in length of service, except for turnover tendency. Length of service

was positively correlated with perceived organizational support, organizational identity, and employability, but negatively correlated with turnover intention.

Our study found that perceived organizational support had a significantly negative impact on the turnover intentions of post-1990s employees in ChinaTobacco Corporation. In particular, the organization's concern for the interests of employees and for job support enhanced post-1990s employees' organizational identity while reducing the turnover rate of employees. Organizational identification and employability perception had significantly negative effects on the turnover intentions of post-1990s employees in ChinaTobacco Corporation. Specifically, internal employability perception had a greater impact on turnover intention than external employability perception. Organizational identity played a partly positive mediating role with regard to the influence of perceived organizational support on post-1990s employees' turnover intentions. Employability perception played a negative moderating role in the influence of perceived organizational support on post-1990s employees' turnover intentions. Specifically, the moderating effect of internal employability perception was greater than that of external employability perception. Moreover, post-1990s employees in ChinaTobacco Corporation with higher EP were more sensitive to the influence of POS on TI.

Author Declaration

This research is not funded by any organization related to tobacco production.

Author Contributions

Xichao Dai conceived and designed the research; Feng Dong drafted the manuscript and discussed the results; Huachuang Deng contributed to data collection; ShouxiangXie reviewed this manuscript.

Conflict of Interest

It is no conflict of interest declared by the authors.

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