

The Influence of Work Value of Post-90s Employees on Enterprise Performance

Lianghui Che

Department of Enterprise Management, Shanghai International Studies University, China

Email: 2283510386@qq.com

Abstract—Based on the survey of post-90s employees, this paper explores whether there is a mediating effect of employees' proactive behavior on the relationship between the post-90s employees' work value and enterprise performance. In this paper, quantitative research method was mainly adopted. A total of 150 questionnaires were sent out. SPSS was used to conduct correlation statistics, regression analysis and mediating effect test analysis. According to the research, the work value of post-90s employees has a positive impact on their proactive behavior, and the proactive behavior of employees also has a positive impact on enterprise performance, and it is concluded that the employee's initiative has a mediating effect between the two.

Index Terms—90s employee, work value, organization identification, enterprise performance.

I. INTRODUCTION

On October 30, 2019, the Ministry of Education and the Ministry of Human Resources and Social Security jointly organized the "2020 National College Student Employment and Entrepreneurship Online Video Conference" in Beijing. It was pointed out at the meeting that the number of college graduates in 2020 is expected to reach 874 10,000 people, an increase of 400,000 year-on-year. Since the post-90s are gradually moving from the campus to the workplace, the post-90s have become the main force in the job market. But different from the absolute obedience and loyalty characteristics of the post-70s employees and the post-80s employees' open mind and emphasis on motivation, the post-90s' pursuit of freedom, equality, flexibility, creativity and technicality have brought contemporary companies to contemporary enterprises huge potential for development. At the same time, the growth stage of the post-90s generation is also the stage where China's economy takes off and the era of knowledge and information is approaching. Therefore, the post-90s generations have very different work values. In such a social environment and the distinct personality differences and work value audiences of the new generation of post-90s employees, the traditional management model of enterprises has gradually become unable to adapt. For individual employees, individuals

cannot directly influence corporate performance through their work values. Based on previous studies, we know that employees' work values have a significant positive impact on their active behavior at work [1].

II. LITERATURE REVIEW

A. Active Behavior

The early research on proactive behavior mainly focused on the analysis of individual enthusiasm and initiative, which was first defined by Bateman (1994) in his book as "a relatively stable trend that affects environmental changes" [2]. Later, with the advent of the knowledge and information age, the social environment of the organization gradually became more and more unstable. Under this situation, in order to ensure the survival and development of the organization, the organization gradually shifted from focusing on the organization to focusing on the employees. , And gradually pay attention to the proactive behavior of employees. Kront (2000) proposed the concept of proactive behavior and defined it as a non-passive behavior that improves the status quo or creates an environment for innovation. In the same year, Crant (2000) pointed out that proactive behavior refers to the behavior that individuals take the initiative to improve the status quo of the organization and actively create a new environment for the organization. Frese and Fay (2001) believe that the performance of personal initiative is the work behavior of employees spontaneously and actively overcoming obstacles to achieve their goals, and thus proposed three main characteristics of proactive behavior: self-starting, Prospective (proactive), continuous (persisting) [3]. Griffin et al. (2007) also put forward that they believe that the proactive behavior of employees is that employees take spontaneous actions to improve the work system or expand their roles, emphasizing the spontaneity of individuals in the process of achieving their own and organizational goals [4]. Later, Parker et al. (2010) published the most representative discussion in the field of the connotation of proactive behavior. They analyzed proactive behavior from low to high levels and divided it into three categories. The first category is the active conformity behavior of the individual and the environment. The second category is the behavior of actively changing the environment, that is, employees take the initiative to set goals to change and improve the soft and hard environment within the

organization. The third category is the organization's initiative to detect and identify threats and opportunities in order to gain a clear competitive advantage and achieve the organization's compatibility with the external environment [5].

B. The Work Value of Employees

In management, people's definition of values believes that the natural and social environment in which people live determines their values, and people in the same natural and social environment will have basically the same values. Early research on the definition of work values mainly includes two perspectives: the demand perspective and the judgment standard. The demand perspective refers to the expectations that people generate in the process of work, including material returns, spiritual returns, and goal realization. Judgment standards refer to the choice of whether the work conforms to personal values, and some inner evaluations and attitudes to the work. With the development of the times, people's research on the value of work has gradually shifted to a new generation of employees: post-90s employees.

III. RESEARCH HYPOTHESIS

A. The Work Value and Proactive Behavior of Employees

The work value of post-90s employees consists of five dimensions: utilitarian orientation, intrinsic preference, interpersonal harmony, innovation orientation, and long-term development. Utilitarian orientation means that post-90s employees pay attention to material rewards and material benefits, but not the most important and only value to material rewards. With the improvement of the overall living standards of the society, post-90s employees have gradually begun to pay attention to the realization of personal value. Employees will pay special attention to their own quality improvement and career development prospects when applying for jobs, and actively and consciously improve their work skills and knowledge. In addition, the post-90s employees also pay special attention to the working environment and atmosphere. As their working methods gradually become team-oriented and cooperative, the post-90s pay more attention to communication and communication with their work partners, and are happy to work in a good and positive job. Struggle in the atmosphere. At the same time, the extremely innovative thinking and action of the post-90s helps them to quickly accept changes in the internal and external environment of the organization, more easily accept the changes and dissemination of new things, easier to handle challenging tasks and tasks, and help companies cope The rapidly changing environment. From this, we put forward the hypothesis:

H1: The work values of post-90s employees have a positive effect on the proactive behavior of employees.

B. The Proactive Behavior of Employees and Corporate Performance

In this article, the measurement of employee initiative starts from the three levels of individual, team and

organization. Employees focus on completing individual work tasks, improving personal work efficiency and quality, which will help the improvement and progress of the overall quality of the organization; starting from the team, attaching importance to the efficiency of teamwork and continuously improving the lack of innovation in teamwork can make the entire team Facing lighter pressure in operation, it is easier to deal with the uncertainty caused by changes in the internal and external environment of the organization; starting from the organizational level, although individual initiative has a limited effect on the organization, it can create an environment and atmosphere for innovation and creation , To drive the continuous growth and development of the entire enterprise. Based on this, we put forward hypotheses:

H2: The proactive behavior of employees has a positive effect on corporate performance.

C. The Work Value of Employees and Corporate Performance

As the above hypothesis said, we believe that the value of correct and positive work will enable employees to produce more active behaviors at work. Therefore, we believe that the value of employees' work has a positive impact on employees' proactive behavior; and employees are proactive Local behavior will bring higher work efficiency, a better working atmosphere, a more positive organizational culture, and always higher corporate performance. In combination with the above, we can see that the active behavior of employees plays a role in transmitting the value of employees' work and corporate performance. Therefore, we propose a hypothesis:

H3: The proactive behavior of employees plays an intermediary role between the work value of the post-90s generation and corporate performance.

IV. RESEARCH DESIGN

A. Sample Collection

The collection of samples in this article is mainly carried out by issuing electronic questionnaires forwarded by WeChat. The main sample distribution objects are employees who were born between 1990 and 1999. A total of 150 questionnaires were issued, and 116 were actually recovered. The recovery rate was as high as 77%. After excluding invalid questionnaires for post-90s, students, resignation, laid-off retirees, etc., a total of 104 questionnaires were received, with an effective rate of 89%. At the same time, data sources are mainly distributed in areas such as Shanghai, Guangzhou, and Anhui.

B. Measuring Tools

The design of the questionnaire includes a work value scale to measure the work value of employees, an active behavior scale to measure their active behavior, and a scale to measure corporate performance. Among them, the work value scale adopts the new generation work value scale in the Chinese context developed by Hou Xuanfang in his article. The questionnaire consists of five

dimensions: utilitarian orientation, intrinsic preference, interpersonal harmony, innovation orientation, and long-term development. These five dimensions respectively measure the material benefits of the new generation of employees in the work, the characteristics and content of the work itself, the interpersonal relationships in the work, and the diversity and freshness of the nature of the work. The proactive behavior measurement scale is based on the performance measurement scale of proactive behavior in the job role performance model newly constructed by Griffin et al. (2007), which measures the interaction of employees from the three levels of individual, team, and organization. The higher the score, the more proactive behavior. The measurement scale of enterprise performance adopts the performance measurement table developed by Gray (1998) and Walton (1985). It starts from the two dimensions of human resource performance and financial performance, and more comprehensively reflects the overall status of enterprise performance.

V. RESEARCH AND ANALYSIS

A. Correlation Analysis

SPSS correlation analysis is performed on the obtained data, and Table I is obtained. It can be seen from the table that there is a significant positive correlation between the work values of post-90s employees and their active behaviors ($r=0.564$, $p<0.01$); there is also a significant positive correlation between post-90s employees' proactive behaviors and corporate performance. Correlation ($r=0.331$, $p<0.01$); similarly, it can be seen that the relationship between post-90s employees' work values and corporate performance also shows a significant positive correlation ($r=0.613$, $p<0.01$).

TABLE I. CORRELATION COEFFICIENT MATRIX

	Work values	Active behavior	Enterprise performance
Work values	1		
Active behavior	0.564**	1	
Enterprise performance	0.613**	0.331**	1

Note: **Significantly correlated at the 0.01 level, *Significantly correlated at the 0.05 level.

B. Use Regression Analysis to Test the Influence between Variables

Taking age, education, region, occupation and their work values as independent variables, a regression equation was established to test the direct influence of post-90s employees' work values on their active behavior: $\log(\text{Activebehavior}) = \beta_0 + \beta_1 \text{age} + \beta_2 \text{educationlevel} + \beta_3 \text{district} + \beta_4 \text{profession} + \beta_5 \text{workvalue} + u$, where

district is set to Shanghai=1, Anhui=2, Guangdong=3, Zhejiang=4, Hainan=5, Guizhou=6, Henan=7, Jiangsu=8, Liaoning=9, Inner Mongolia=10, Hubei=11, Jilin=12, Jiangxi=13, Qinghai=14, Chongqing=15, Tianjin=16; age is set to 21-30 years old=1, otherwise it is 0; profession set as corporate staff=1, cultural and health workers/teacher=2, private or self-employed workers=3, civil servants/institutions=4, laid-off/unemployed workers=5, agricultural workers=6, military personnel/armed police/public security=7, Retired/retirees=8; education level is set as high school and below=1, college=2, undergraduate=3, graduate and above=4. The regression results are shown in Table II:

TABLE II. REGRESSION ANALYSIS OF EMPLOYEE'S WORK VALUE AND PROACTIV BEHAVIOR

Logactivebe~or	Coef.	Std. Err	t	P> t
age	0	omitted		
Companyper~ce	-0.105	0.249	-0.42	0.674
district	-0.153	0.186	-0.82	0.41
Educationlevel	-1.118	1.027	-1.09	0.28
logworkvalue	0.305	0.052	5.77	0.00
_cons	15.30	4.225	3.62	0.00

Although the sample is not ideal, the interpretation of the sample is not high ($R\text{-squared}=0.3338$), but we can see from Table II that there is indeed a significant positive correlation between the work value and proactive behavior of post-90s employees (regression coefficient is 0.305, and $p<0.01$), so assume that H1 holds.

TABLE III. REGRESSION ANALYSIS OF EMPLOYEE PROACTIVE BEHAVIOR AND FIRM PERFORMANCE

Logcompanyper~ce	Coef.	Std. Err	t	P> t
district	-0.585	0.089	-0.66	0.514
age	0	omitted		
profession	0.879	0.175	0.50	0.617
Educationlevel	0.866	0.484	1.79	0.076
logactivebehavior	0.126	0.039	3.14	0.002
_cons	9.841	1.907	5.16	0.000

TABLE IV. REGRESSION ANALYSIS OF POST-90S EMPLOYEES' WORK VALUE AND ENTERPRISE PERFORMANCE

Logcompanye~e	Coef.	Std. Err	t	P> t
-	-0.38	0.075	-0.51	0.609
age	0	omitted		
profession	-0.00	0.14	-0.02	0.986
Educationlevel	0.23	0.42	0.55	0.582
logworkvalue	0.12	0.17	7.32	0.000
_cons	5.91	1.61	3.67	0.000

For the same reason, Table III and Table IV show that there is also a significant positive correlation between employee initiative and corporate performance (regression coefficient=0.125, $p<0.001$), so it is assumed that H2 is valid; at the same time, the work value of post-90s employees and the company's performance There is also a significant positive correlation between performance (regression coefficient=0.126, $p<0.001$).

TABLE V. REGRESSION ANALYSIS OF EMPLOYEE WORK VALUE, PROACTIVE BEHAVIOR AND ENTERPRISE PERFORMANCE

Logcompany~e	Coef.	Std. Err	t	P> t
profession	0.002	0.149	0.02	0.985
Logworkvalue	0.132	0.209	6.29	0.000
Logactivebehavior	-0.017	0.041	-0.42	0.676
Educationlevel	0.215	0.423	0.51	0.613
district	-0.041	0.758	-0.55	0.587
age	0	omitted		
_cons	6.161	1.720	3.58	0.001

C. Test of Intermediary Effect

Finally, we introduce the active behavior of employees between the regression equation of employee work value and corporate performance to test the mediating effect of active behavior. It can be seen from Table 5 that after the active behavior is added, the regression coefficient of employee work value and corporate performance drops from 0.126 to 0.131. Although there is a slight decrease, its significance has not changed, indicating that the mediating effect of active behavior exists. Therefore, we believe that hypothesis H3 holds.

VI. RESEARCH RESULTS

Through the above analysis results, we conclude that the post-90s work values have a significant positive

impact on the proactive behavior of their employees, and at the same time, the proactive behaviors of active employees also have a significant positive impact on the performance of the company. At the same time, while the post-90s work values positively affect corporate performance, the proactive behavior of employees has a mediating effect. That is to say, employee's work value can affect corporate performance through their proactive behavior, and positive work value can increase corporate performance and help companies increase revenue.

CONFLICT OF INTEREST

The authors declare no conflict of interest.

AUTHOR CONTRIBUTIONS

The total paper content includes explain edtheory, collected the data and analyzed the data was completed by one person-the author Che Lianghui.

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Lianghui Che. came from a small city of China, Lu 'an City, Anhui Province. I was born in an ordinary Chinese family on August 23, 1997, so I am 23 years old now. By China's high school examination form, I study in Chizhou Anhui province Chizhou college and my major is tourism management, after completing my bachelor's degree in 2019, I through the examination of graduate students and have been admitted to Shanghai International Studies University, Shanghai,

PRC, studying my master's degree in school, and major is business management. Thanks to the abundant faculty and advanced equipment of the school, I am honored to participate in the subject study of brain nerve research of the school, and mainly explore the influence of brain nerve activities on consumers' future purchasing decisions.

During my undergraduate and postgraduate studies, I have won scholarships for many times with excellent academic performance. I have the courage and perseverance to explore new research contents, focus on academic research, and actively participate in the research group of teachers. The current research is completing my graduation research design content. In addition, I also actively participate in active public welfare organization activities and volunteer activities at home and abroad, and constantly make new friends, learn about new cultures and gain more comprehensive knowledge through practice activities.