


# A Study on the Impact of Chinese New Generations' Vocational Value on Organizational Commitment: Focused on the Mediated Effect of Job Satisfaction

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## Abstract

Regarding the generations of Balinghou and Jiulinghou, within the rapid, social changes of China, they have the environments and the experiences that are different from the older generation. And, due to the difference of the values that were perceived through the experience, the managers at the sites have been experiencing the generation gap. Because of such reasons, it is judged that it is a time when research on the levels of the leadership and the personnel affairs management that are suitable to the people of talent who have the diverse goals and values by generation on the organizational level and a research for utilizing the special characteristics and capabilities of the present generation, which are different from those of the older generation, are needed. As such, in this research, with the new generation who work at the many corporations in China as the subjects, to empirically confirm the job satisfaction from the theoretical position, the relationship between job satisfaction and organizational immersion had been taken a look into. And, for a research on the special characteristics of Balinghou and Jiulinghou, by having their job satisfaction as the mediating variable, the mediating effect had been verified. To accomplish the purpose of the research, by utilizing the SPSS, the analyses of the reliabilities, the feasibilities, and the correlations and the hypothesis testing had been done. And, regarding the results of the hypothesis testing, it appeared that the occupational values that are possessed by the new generation in China had the influence on the organization immersion. And the job satisfaction had played the mediating a role in the relationship between the authoritative values and the organizational immersion only. If I take a look at the practical meaning of the results of this research, I believe that there is a need to present an aggressive plan regarding the properties of the generation, including the consideration of the special characteristic of the high sense of accomplishment and the high desire for the self-development of the new generation employees in China, the presentation of the subdivided goals, the subdivision of the career experience development process so that the employees can understand and feel the growth processes within the organization, etc. In the end, I wish that it will become a help to the research on the level of the human resources management regarding the present generation in China. And I hope that the research on human resources management in China will be continued in the future.

**Keywords:** Balinghou, Jiulinghou, Work Value, Job Satisfaction, Organizational Commitment

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## 1. Introduction

In the past 40 years, China had accomplished a surprising economic development. And, in addition to this, because the rapid industrialization had taken place, the social environment and the cultural environment of China had brought forth the big changes. The Balinghou generation that was born in the 1980s and the Jiulinghou generation that was born in the 1990s are the living witnesses of the industrialization of China, which had grown during the era of the economic growth of China.

Regarding the Balinghou generation and the Jiulinghou generation, the individualism, the open-door policy, and the emotionalism are their special features. And there being a lot of the imitation mentality and curiosities is a special feature. Also, regarding the generations of Balinghou and Jiulinghou, because their motivation for accomplishment is strong, they have more interest in self-development. And, regarding the job, too, while mainly exercising their professional technology and potential and while revealing the ego value, they receive the recognition socially. As a result, regarding most of the employees of the generations of Balinghou and Jiulinghou, when they feel the insufficiency of the sense of accomplishment at the

workplace, their level of job satisfaction gets low and there can occur the intention to change the job[1]. Regarding such difficulty and change, the older generation of the past and the present generations have different environments and experiences. And, due to the difference of the values that were perceived through the experience, the managers at the sites have been experiencing the generation gap. Because of such a reason, it is judged that it is a time point when a research on the level of the leadership and the personnel affairs management that are suitable to the people of talent who have the diverse goals and values by generation on the organizational level and research for utilizing the special characteristics and the capabilities of the present generation, which are different from those of the older generation, are needed.

Accordingly, in this research, with the generations of Balinghou and Jiulinghou who work at many corporations in China as the subjects, it is intended to take a look at the relationship between the occupational values and the organizational immersion. And, for research on the special characteristics of Balinghou and Jiulinghou, it is intended to verify the mediating effect by having their job satisfaction as the mediating variable. Regarding this research, by carrying out literature research and empirical research at the same time, through the theoretical establishment of the main concepts, it intends to prepare the theoretical foundation of this thesis, and it intends to arrive at a research model for the empirical research. Also, based on the research model that was arrived at, to set up the hypothesis and verify the hypothesis that was set up, by carrying out a questionnaire survey investigation, by collecting the data, and by analyzing the results of the empirical analysis, it intends to state the significance, the suggestions, and the limitations of the research of this research according to the results.

## **2. The Theoretical Background**

### **2.1 The Generations of Balinghou and Jiulinghou**

The terms of 'Balinghou' and 'Jiulinghou' were made from the cultural background of China. Although regarding the concepts of 'Balinghou' and 'Jiulinghou', there are little bits of differences between the researchers, it points to the generations who have the unique lifestyles, creation methods, and ways of thinking after they were born between 1980 and 1999. Afters, these terms became communalized while being spread out in each domain of the society.

He Zhigang (2006) was born after 1980. And, together with the social environment of the reform and opening up and the rapid economic growth, he defined it as the only child[2] who had grown in a more affluent living environment than the older generation. And Chen Shirun & Chen Kaimin(2007) said that it is the young class who are aged at between 20 years old and 39 years old who were born in the first half of the 1990s after passing from the end of the 1970s and the 1980's of the past century, and they defined it to be the only child[3], with a majority having entered the society not long ago. And Yang Xiaoming & Lu Zhen(2008) defined it to be the group[4] that has a unique way of thinking and way of behaving because they have the special, historical background as a generation that was born from the 1980s.

### **2.2 The Occupational Values**

'Value' is a basic creed[5] that says, 'A certain, specific method of behaving or purpose of existence is even more desirable personally or socially than the other methods of behavior and purposes of existence'. Values have been vigorously researched in diverse academic fields, including philosophy, business administration, psychology, sociology, etc. The concepts are different in every academic field, and they are very diverse.

'Occupational value' is a concept that has been developed by being related to job satisfaction. As a thing that represents the value regarding a kind of work or a duty, it can be said that 'occupational value' is a very important concept in predicting an action by a constituent member of the organization[6].

It is the dominant argument that the persons who used the term 'occupational value' for the first time were Hoppock & Super. While researching on job satisfaction, Hoppock (1935) knew that job satisfaction, remuneration, job time, promotion, the opportunity for helping others, diversity, and management policy are related with each other. And, by developing this even more, by regarding the variables that must be evaluated with regard to the career path development, Hoppock called this "occupational value"[7].

If I take a look at the researches that were related to occupational value, the classification of value with the many kinds is possible according to what aspect of the occupational activity it will be placed. And, according to whether there will be an interest in the occupational activity, itself, or whether the value will be placed on the results of the occupational activity or the incidental effect, the categorization into the special quality occupational value is possible[8].

'Occupational value' is, also, classified into the internal, occupational value, the external, occupational value according to the special characteristic of the work and the type of compensation. The internal occupational value represents how one thinks about the things that are related to the content of the work, itself, as to the job. And the external, occupational value represents how importantly one thinks about the material compensation or condition that results from the work like the wage, the welfare, the job security, etc[9].

### **2.3 The Job Satisfaction**

Smith(1955) had seen the series of attitudes[10] that began from the summation of all of the emotions that are experienced through the duty of the individual or from the condition of the balance of such emotions as the job satisfaction. And Lawler & Porter(1967) had interpreted job satisfaction to be the extent[11] of the recognition by the worker that the compensation is just.

Entering into the times of the human relativism, from the interest in the technologies, capabilities, and performances of the constituent members, because of the appearance of the recognition that the performance and the satisfaction receive the influences from the attitude and the emotion, the researches began to be proceeded with vigorously[12]. There are many theoretical approaches that intend to determine through what process job satisfaction gets determined. Such theories utilize the motivation theory for explaining the duty motivation phenomenon. This is because giving motivation and job satisfaction are in a very close relationship.

### **2.4 The Organizational Immersion**

The organizational immersion is because it has been considered to be important as a concept that represents and understands the special characteristics that the individual, who is a constituent member of the organization, has regarding the organization together with the job satisfaction. And, with the fact that, recently, the organizational immersion has a very close relationship with the contributive behavior of the constituent member of the organization being proven, the interest in this has been getting heightened. Also, it is because, as it is relatively long-term and stable, the organizational immersion has been representing the relationship between the attitude and the behavior of the constituent member of the organization well.

Mostly, the definition of 'organizational immersion' has been taking two kinds of approach methods. One is the exchange-related approach method. And the other one is the psychological approach method. The

exchange-related approach methods have been understanding organizational immersion as a result of the interaction between the attraction and the contribution between the organization and the constituent members. It is that, with the experiences(the contributions) increasing within the organization, the many special rights are made. And, by recognizing this as a positive attraction, the individual intends to remain in the organization. And, by doing so, the individual gets around to immersing in the organization. The psychological approach method is the viewpoint through which the member sees the organizational immersion as the emotional sense of unity regarding the organization by relating it with the attitude of the constituent member.

In research by Park, Han-yong(2006), he defined[13] 'organizational immersion' as the identification by a constituent member of the organization with the organization in which he or she belongs, getting involved in the organization, and the intention of the constituent member of the organization who intends to dedicate the energy and the loyalty to the organization. Such organizational immersion can be regulated as a special, psychological characteristic that is related to the attitude of the member. And he said that the following elements are contained: Firstly, the loyalty regarding the organization; Secondly, the willingness to make every effort for the organization; Thirdly, the self-identification of the member regarding the organization; Etc. In research by Lee, Gyeong-ah(2004), 'organizational immersion' has the meaning[14] of the constituent member of the organization having the affection regarding the organization, identifying the goal of the organization with oneself, developing one's capability for the development of the organization, having the will to exert all of one's efforts, and having the condition of the desire to continuously remain as a constituent member of the organization.

### 3. The Design of the Research

#### 3.1 The Subjects of the Investigation and the Research Model

Regarding this research, as research on the influence of the occupational values of the generations of Balinghou and Jiulinghou on the organizational immersion, the purpose is to verify through an empirical analysis. And, to carry out the research with the employees of the generations of Balinghou and Jiulinghou who work at the local corporations in China as the subjects, a questionnaire survey investigation had been carried out through the personal, self-entry method. The research model that was set up based on literature research and the precedent researches is as in [Fig. 1]

Figure 1. Research Model



### 3.2 The Research Hypotheses

In this research, with the proposition that the occupational values of the generations of Balinghou and Jiulinghou will have a significant influence on the organizational immersion as the premise, the following hypotheses were set up, and it is intended to verify them.

H 1. The occupational value will have a significant influence on the organization immersion.

H 2. The occupational value will have a significant influence on job satisfaction.

H 3. The job satisfaction will have a significant influence on the organizational immersion.

H 4. In the relationship between the occupational value and the organizational immersion, job satisfaction will mediate it.

## 4. The Empirical Analysis

### 4.1 The Analyses of the Level of Feasibility and the Level of Reliability

If I taken a look at [Table 1], which are the results of the exploratory factor analysis of the occupational values, which are the independent variables, it appeared that the level of the suitability of the sample of KMO was 0.707, Bartlett's spherical test numerical value=4405.959, df=171, and p=.000, thereby representing that it is suitable to the factor analysis. As a result of the factor analysis, the commonality between the measured variables appeared at 0.514 ~ 0.854. And the descriptive variable according to such factors was a total of 68.486%. Because, as a result of the analysis of the reliability, the Cronbach's  $\alpha$  value appeared at 736 ~ .862, there was no problem with the reliability.

Table 1. The Results of the Exploratory Factor Analysis Regarding the Occupational Values

Measurem ent items	Organizational elements					Extraction	Cronbach's $\alpha$
	1	2	3	4	5		
Growth and accomplishm ent 5	.838					.717	
Growth and accomplishm ent 3	.824					.738	
Growth and accomplishm ent 4	.798					.682	
Growth and accomplishm ent 1	.697					.625	.850
Growth and accomplishm ent 6	.582					.682	
Growth and accomplishm ent 2	.567					.548	
Position and remuneratio n 3		.885				.854	.834

Position and remuneration 2		.838			.726	
Position and remuneration 4		.769			.657	
Position and remuneration 1		.726			.545	
Human relationships 2			.883		.839	
Human relationships 3			.862		.801	.862
Human relationships 1			.825		.718	
Authority 2				.794	.729	
Authority 1				.762	.708	.785
Authority 3				.725	.655	
Independence and creativity 2					.843	.757
Independence and creativity 1					.824	.750
Independence and creativity 3					.612	.514
Characteristic value (Total)	4.930	2.650	2.484	1.829	1.120	
Dispersal (%)	18.130	14.430	13.336	11.779	10.811	
Cumulative dispersal (%)	18.130	32.560	45.896	57.675	68.486	

Notes: 1. KMO (Kaiser-Meyer-Olkin) =.707.

2. Bartlett = 4405.959, Degrees of Freedom=171, Significance probability=.000.

If I take a look at [Table 2], which are the results of the exploratory factor analysis regarding the organizational immersion, which is the dependent variable, and the job satisfaction, which is the mediating variable, it appeared that the level of the suitability of the standard of KMO was 0.836 and the Bartlett's spherical test numerical value=4886.788, df=171, and p=.000, thereby representing the suitability to the factor analysis. Because, as a result of the factor analysis, the commonality between the item 4 and the item 5 of the intention to change the job appeared as being 0.4 or less, they were excluded. The commonalities between the remaining measurement variables appeared as 0.529 ~ 0.789. And the description variable according to these factors was a total of 59.126%. Because, as a result of the reliability analysis, the Cronbach's  $\alpha$  value appeared as being .797 ~ .897, there was no problem with the reliability.

Table 2. The Results of the Exploratory Factor Analysis Regarding the Organizational Immersion and the Job Satisfaction

The measurement items	The organizational elements			Extraction	Cronbach's $\alpha$
	1	2	3		
Internal satisfaction 2	.816			.717	
Internal satisfaction 1	.814			.738	
Internal satisfaction 4	.766			.682	
Internal satisfaction 3	.758			.625	.896
Internal satisfaction 7	.750			.682	
Internal satisfaction 6	.743			.548	
Internal satisfaction 5	.691			.854	
External satisfaction 6		.831		.726	
External satisfaction 5		.770		.657	
External satisfaction 4		.762		.545	
External satisfaction 3		.742		.839	.897
External satisfaction 2		.733		.801	
External satisfaction 7		.731		.718	
External satisfaction 1		.716		.729	
Organizational immersion 4			-.151	.708	
Organizational immersion 1			.842	.655	
Organizational immersion 2			.771	.757	.797
Organizational immersion 3			.721	.750	
Organizational immersion 5			.454	.514	
Characteristic value (Total)	6.611	2.757	1.867		
Dispersion (%)	23.769	22.667	12.689		
Cumulative dispersion (%)	23.769	46.437	59.126		

Notes: 1. KMO(Kaiser-Meyer-Olkin) =.836

2. Bartlett = 4886.788, Degrees of Freedom=171, Significance Probability=.000.

## 4.2. The Analyses of the Level of Feasibility and the Level of Reliability

### 4.2.1 The Influence Relationship between the Occupational Values and the Organizational Immersion

In order to take a look at the influence of the occupational values on the organizational immersion, by having the position, the remuneration, the growth and accomplishment, the independence, the creativity, the authority, and the human relationships as the independent variables and the organizational immersion as the dependent variable, a multiple regression analysis had been carried out. And the results appear in

[Table 3]. As a result of the verification of the regression coefficients of the occupational value factors, the position and the remuneration ( $t=-2.653$ ,  $p=.008$ ) and the human relationships ( $t=-2.860$ ,  $p=.004$ ) appeared to be statistically significant on the significance level of .01. The independence and creativity ( $t=-2.360$ ,  $p=.019$ ) appeared as being statistically significant on the significance level of .05. And, because the growth and accomplishment ( $t=-1.314$ ,  $p=.190$ ) and the authority ( $t=1.858$ ,  $p=.064$ ) were not significant, the detailed hypothesis was partially adopted. As a result, hypothesis 1 was partially adopted, and it appeared that it had a negative (-) influence.

Table 3. The Results of the Verification of the Relationship between the Occupational Values and the Organizational Immersion

Model	Non-standardized coefficient		Standardized coefficient	t		Collinearity statistics	
	B	Standard error	Beta			Tolerance	VIF
Position and remuneration	-.167	.063	-.127	-2.653	**	.918	1.089
Growth and accomplishment	-.106	.080	-.069	-1.314		.759	1.318
Independence and creativity	-.141	.060	-.123	-2.360	*	.774	1.292
Authority	.122	.066	.101	1.858		.708	1.413
Human relationships	-.190	.067	0.130	-2.860	**	.871	1.148

Notes: 1. \*\*\* $P<0.001$ , \*\* $P<0.01$  and \* $P<0.05$ .

2.  $F=6.388^{***}$ ,  $R^2=.067$ , Modified  $R^2=.056$ ,  $p=.000$ , Durbin-Watson=2.064

#### 4.2.2 The Influence Relationship between the Occupational Values and the Organizational Immersion

By having the occupational values as the independent variable and by having the internal satisfaction as the dependent variable, a multiple regression analysis had been carried out. And the results appear in [Table 4].

Table 4. The Results of the Verification of the Relationship between the Occupational Values and Job Satisfaction

Dependent variable	Independent variable	Non-standardized coefficient		Standardized coefficient	t	Collinearity statistics		
		B	Standard error	Beta		Tolerance	VIF	
Internal satisfaction	Position and remuneration	.019	.041	.019	.460		.918	1.089
	Growth and accomplishment	.114	.053	.096	2.150	*	.759	1.318
	Independence and creativity	.171	.039	.193	4.370	***	.774	1.292
	Authority	.160	.043	.171	3.697	***	.708	1.413
	Human relationships	.403	.044	.384	9.233	***	.871	1.148

Notes: 1. \* $P<0.05$ , \*\* $P<0.01$  and \*\*\* $P<0.001$

2.  $F=43.689^{***}$ ,  $R^2=.329$ , Modified  $R^2=.321$ ,  $p=.000$ , Durbin-Watson=2.351

External	Position and	-.084	.043	-.079		-1.946	.0918	1.089
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satisfaction	remuneration							
	Growth and accomplishment	.292	.055	.237	5.276	***	.759	1.318
	Independence and creativity	.250	.041	.271	6.096	***	.774	1.292
	Authority	.120	.045	.123	2.657	**	.708	1.413
	Human relationships	.267	.046	.244	5.823	***	.871	1.148

Notes: 1. \*P<0.05, \*\*P<0.01 and \*\*\*P<0.001

2. F=41.735\*\*\*, R<sup>2</sup>=.319, Modified R<sup>2</sup>=.311, p=.000, Durbin-Watson=1.947

It is a significant regression model at the R<sup>2</sup> value of .329, at the F value of 43.68, and on the significance level of .000. Regarding the results of the verification of the regression coefficients of the facts of the occupational values, they appeared to be statistically significant at the significance level of .05 for the growth and the accomplishment (t=2.150, p=.032). The independence and creativity (t=4.370, p=.000), the authority (t=3.697, p=.000), and the human relationships (t=9.233, p=.000) appeared to be statistically significant on the significance level of .001. And, although they had the positive (+) influences, the position and the remuneration (t=.460, p=.646) were not significant.

Also, by having the lower-ranking factors of the occupational values as the independent variable and by having the external satisfaction as the dependent variable, a multiple regression analysis had been carried out. It is a significant regression model with the R<sup>2</sup> value of .319, the F value of 41.735, and the significance level of .000. Regarding the results of the verifications of the regression coefficients of the occupational value factors, the authority (t=2.657, p=.008) appeared as being statistically significant on the significance level of .01. The independence and creativity (t=6.096, p=.000), the growth and the accomplishment (t=5.276, p=.000), and the human relationships (t=5.823, p=.000) appeared to be statistically significant on the significance level of .001. And, although they had the positive (+) influences, the position and the remuneration (t=-1.946, p=.052) were not significant. As a result, hypothesis 2 was partially adopted with the partial adoption of the lower-ranking displacements.

#### 4.2.3 The Influence Relationship between Job Satisfaction and the Organizational Immersion

By having the internal satisfaction and the external satisfaction, which are the lower-ranking factors of job satisfaction as the independent variables and the organizational immersion as the dependent variable, a multiple regression analysis had been carried out, and the results appear in [Table 5]. It was a regression model which has significant at the R<sup>2</sup> value of .319, at the F value of 41.735, and on the significance level of .000. Regarding the results of the verifications of the regression coefficients of the job satisfaction factors, they appeared to be statistically significant at the internal satisfaction of t=-6.526, p=.000, at the external satisfaction of t=-3.526, p=.000, and on the significance level of .001, and they had the negative (-) influences. As a result, hypothesis 3 was adopted.

Table 5. The results of the verification of the relationship between the job satisfaction and the organizational immersion

Dependent variable	Independent variable	Non-standardized coefficient		Standardized coefficient		t	Collinearity statistics	
		B	Standard error	Beta			Tolerance	VIF
Organizational immersion	Internal satisfaction	-.397	.061	-.308	-6.526	***	.837	1.195
	External satisfaction	-.206	.059	-.166	-3.526	***	.837	1.195

Notes: 1. \*P<0.05, \*\*P<0.01 and \*\*\*P<0.001

2. F=43.993\*\*\*, R<sup>2</sup>=.164, Modified R<sup>2</sup>=.160, p=.000, Durbin-Watson=2.201

#### 4.2.4 The Verification of the Mediating Effect of Job Satisfaction

In order to take a look at the mediating effect of job satisfaction, a multiple regression analysis had been carried out. And the results appear in [Table 6]. In the second phase when the internal satisfaction of the job satisfaction, which was a mediating variable, was put in, it appeared to be a significant regression model at the R<sup>2</sup> value of .179, at the F value of 16.155, and on the significance level of .000. And, regarding the internal satisfaction, the path coefficient t value of the influence of the occupational values on the organizational immersion was -7.792 (p=.000), and it appeared to be statistically significant.

Regarding the results of the verifications of the regression coefficients of the occupational value factors, because they appeared to be statistically significant at the authority of t=3.292 and p=.001, at the position and remuneration of t=-2.665 and p=.008, and on the significance level of .01, although the position and remuneration and the internal satisfaction have the significant influences on the organizational immersion, the hypothesis of verifying the relationship between the position and remuneration and the internal satisfaction was dismissed. As a result, in the relationship between the position and remuneration and the organizational immersion, the hypothesis of the mediating effect of the internal satisfaction could not be established. Also, because it appeared that the R-square value had risen from .067 to .179, we can know that there had been a mediating effect.

Table 6. The Verification of the Mediating Effect of Job Satisfaction

Dependent variable	Independent variable	Non-standardized coefficient		Standardized coefficient		t	R <sup>2</sup>	F
		B	Standard error	Beta				
Organizational immersion	Position and remuneration	-.167	.063	-.127	-2.653	**	.067	6.388***
	Growth and accomplishment	-.106	.080	-.069	-1.314			
	1 Independence and creativity	-.141	.060	-.123	-2.360	*		
	Authority	.122	.066	.101	1.858			
	Human relationships	-.190	.067	.013	-2.860	**		
	2 Position and	-.157	.059	-.119	-2.655	**	.179	16.155***

	remuneration						
	Growth and accomplishment	-.046	.076	-.030	-.602		
	Independence and creativity	-.050	.057	-.044	-.882		
	Authority	.206	.063	.171	3.292	**	
	Human relationships	.023	.068	.017	.331		
	Internal satisfaction	-.527	.068	-.409	-7.792	***	
	Position and remuneration	-.198	.061	-.150	-3.235	**	
	Growth and accomplishment	.002	.080	.001	.023		
2	Independence and creativity	-.049	.060	-.042	-.809		.127 10.763***
	Authority	.166	.064	.138	2.593	*	
	Human relationships	-.092	.064	-.068	-1.379		
	External satisfaction	-.368	.067	-.297	-5.525	***	

Note: \*P<0.05, \*\*P<0.01 and \*\*\*P<0.001

The model which is verified by inputting the external satisfaction of the job satisfaction, which is a mediating variable, is a significant regression model at the  $R^2$  value of .106, at the F value of 10.598, and on the significance level of .000. And, regarding the external satisfaction, the path coefficient t value concerning the influence of the occupational values on the organizational immersion was -5.196 ( $p=.000$ ), thereby it appeared to be statistically significant.

Although the results of the verifications of the regression coefficients of the occupational value factors appeared as being statistically significant at the position and remuneration of  $t=-3.235$  and  $p=.001$  and on the significance level of .01 and although the position and remuneration and the external satisfaction had the significant influences on the organizational immersion, as the position and remuneration was dismissed regarding the hypothesis 2 which had verified the relationship with the external satisfaction, in the relationship between the position and remuneration and the organizational immersion, it appeared that there was no mediating effect of the external satisfaction. The authority ( $t=2.593$ ,  $p=.010$ ) appeared to be statistically significant on the significance level of .05. Also, because it appeared that the  $R^2$  value had risen from .052 to .106, we can know that there had been a mediating effect. Accordingly, we can know that hypothesis 4 was partially adopted through a partial adoption of the lower-ranking variables.

## 5. The Conclusion

In this research, the influence of the occupational values of the new generation in China, which is represented by the generations of Balinghou and Jiulinghou in China, on the organizational immersion and

the mediating effect of job satisfaction had been studied. And the results of the research that had carried out an empirical analysis are as the following:

Firstly, it appeared that the position and remuneration value, the independence and creativity value, and the human relationship value that are possessed by the generations of Balinghou and Jiulinghou had the influences on the organizational immersion. From this, we could know that they have the hostility regarding irrational instructions and conservative thoughts through the positions of the previous generations. And we could know that the guarantee of their independence and creative thoughts can become a motivation for the organizational immersion. Also, we could know the tendency of considering the human relationships that had been tied during social life as being important.

Secondly, regarding the results of the verification of the influence of the occupational values of the generations of Balinghou and Jiulinghou on their job satisfaction, when the lower-ranking factors of job satisfaction were seen by dividing them into the internal satisfaction and the external satisfaction, the result appeared that all of the four remaining factors, excluding the position and remuneration value, have the significant influences. From this, we could know that, regarding the generations of Balinghou and Jiulinghou, their interest in the job satisfaction factor had been increasing more than the previous generation.

Thirdly, it appeared that the internal job satisfaction and the external job satisfaction of the job satisfaction had the significant influences on organizational immersion. If the job satisfaction had been the center of the external job satisfaction in the past, it can be said that, regarding the generations of Balinghou and Jiulinghou, the tendency of considering the self-satisfaction and the desire for the accomplishment, which began from the special feature of having the propensity of the self-satisfaction and the self-centered thoughts, as being important has been increasing the level of importance of the internal job satisfaction.

Fourthly, it had been taken a look at as to whether the internal job satisfaction and the external job satisfaction of the job satisfaction had mediated in the relationship between the occupational values and the organizational immersion. The internal job satisfaction and the external job satisfaction had played a mediating role in the relationship between the authority value and the organizational immersion. It can be said that this represents that the hostility of the generations of Balinghou and Jiulinghou regarding the authority value is very big compared to the position and remuneration value, the growth and accomplishment value, and the independence and creativity value of the previous generation.

Regarding the meaning of this research, there is a need to present an aggressive plan regarding the attributes of the generations, including the consideration of the special characteristic that the sense of accomplishment and the desire for the self-development of the employees of the generations of Balinghou and Jiulinghou are high, the presentation of the subdivided goals, the subdivision of the process of the career experience development so that the employees can understand and feel the growth process within the organization, etc. Also, regarding the leadership and supervision techniques, the employees of the new generation in China want very close relationships with the superiors and the colleagues. And, through this, they become familiar with the organizational policy and direction. And, by carving in relief the organizational culture that considers the people of talent as being important within the organization through the organizational immersion, the job satisfaction can be improved, also, the organizational immersion can be heightened.

This research has the significance of the research that had been described earlier. And, in contrast, it has the following limitations: Firstly, it is the point that the subjects of the samples had been limited to the

employees of the new generation of China. And, because, concerning the samples, it had been investigated by having the constituent members who work at the locations in the eastern side of China and the northern side of China as the subjects, it can be considered that it is difficult to generalize the results of this research. In the end, I wish that it will become a help to the researches on the level of the human resources management regarding the present generation of China. And I hope that the researches on the human resources management in China will continue in the future.

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