A Study on the Relationship among Subjective Well-being, Organizational Citizenship Behavior and Turnover of the Millennial Generation of Workers

In the analysis of the turnover rate of the company in 2014, it was pointed out that the average turnover rate of manufacturing employees in China ranks in the first place, among which the resigned employees are mainly the millennial generations of workers. Different from the older generation of workers, the Millennials concentrated more on their subjective well-being, and based on gender differences, they also exhibit different organizational citizenship behaviors at work. This paper takes Mobley’s Intermediate Linkage Chain Model and Steers & Mowday’s Voluntary Turnover Model as the theoretical basis, combined with questionnaire survey and statistical methods such as mediation effect analysis, regression analysis etc., to study the relationship between subjective well-being, organizational citizenship behavior and turnover behavior of the millennial workers. At the same time, based on gender differences, the dimension of subjective well-being is studied. The main conclusions are: subjective well-being has a positive effect on workers’ OCB and turnover behavior. OCB acts as an intermediary between subjective well-being and turnover. And based on gender differences, the subjective well-being has different dimensions. This study effectively expands the study of the outcome variables of subjective well-being and gives enterprises management incentives based on gender differences.

Keywords: The Millennial Generation of Workers; Subjective Well-being; Gender; Turnover; Organizational Citizenship Behavior.

Introduction

Howe and Strauss (2000) defined the millennial generation as the person born between 1982 and 2004. The millennial generation of workers refers to the millennial generation of manufacturing employees after the 80s and 90s. At present, with the influx of new generation employees of “80s and 90s” into the factory, the current main force of manufacturing workers has gradually turned into the millennial generation of employees. In sharp contrast to the older generation of workers, the millennial generation of workers are more concerned with individual needs and development. They are compatible with new things, and happy to accept challenging work. In addition, they are individualized, and they pursue openness and freedom. They not only expect a better working and living environment, but also crave for more free time and leisure, and hope to have higher salary and humanized management methods (Fei Wang, 2018). In other words, the millennial generation of workers not only pay attention to their own development, the realization of self-worth, but also dare to put forward their own requirements, pay attention to their own subjective feelings, and the level of their own happiness index (Shanshan Zhan, 2011).

According to the analysis of the company’s turnover rate in 2014, the average turnover rate of manufacturing employees in China reached 42.5%1.

1Data from Turnover and Salary Survey Report.
ranking first among employees in all industries. Among them, the employees who leave the company are mainly the first-line millennial generation. The departure of the millennial generation of workers will not only seriously affect the product quality and production efficiency of the enterprise, but also the cost of recruitment and technical training, and it is also very unfavorable for the individual career of the employees. In order to explore the influencing factors of this phenomenon and give management enlightenment to the enterprise, this paper takes the millennial generation of employees as the research subject, the relationship between subjective well-being and turnover of the millennial generation of employees as the main line, OBC as an intermediary between subjective well-being and turnover, based on gender differences, the different dimensions of subjective well-being are studied.

Literature Review

Employee Turnover

The concept of employee turnover includes both broad and narrow sense. The broad definition of Price (2001) argues that turnover is the change in the status of an individual's position in the organization, including entry, promotion, downsizing, internal transfer, and outflow. The narrow definition of Mobley (1977) argues that turnover refers to the process by which an individual who obtains material benefits in an organization terminates its organizational membership. The latter emphasizes the interruption of the employment relationship between the organization and the employees, and separates the laid-off from this concept. Mobley's turnover model argues that dissatisfaction at work encourages employees to think about resigning, and then employees weigh the advantages of finding a new job and the cost of resigning (such as holidays, development prospects, year-end awards, etc.). When employees believe that the benefits of a new job can fully compensate for the loss of resignation, employees will decide to find a new position and put it into action (Wright & Klotz, 2017; Siu & Cheung, 2014; Huffman & Casper, 2014).

Subjective Well-Being and Turnover Behavior

Subjective Well-Being (SWB) is an individualized evaluation of an individual's own life. It refers to people's definition of their satisfaction in various fields of life based on their own subjective rather than objective criteria. It is the evaluator's own evaluation of the quality of life and emotional experience. Different from the older generation of workers, the millennial generation of workers not only pay attention to their own development, the realization of self-worth, but also dare to put forward their own requirements, pay attention to their own subjective feelings, and the level of their own happiness index (Shanshan Zhan, 2011). Diener and colleagues divide
happiness into four dimensions: (1) satisfaction with past, present, and future life; (2) positive emotional experience; (3) negative emotional experience; and (4) satisfaction with various aspects of life. Current research has found that the subjective well-being outcome variables include job performance, job satisfaction, absenteeism, turnover intention, and organizational identity. According to Diener's subjective well-being dimension, satisfaction and positive emotions in work and life are the main components of individual subjective well-being. Job satisfaction is both a result variable of subjective well-being and an important component of subjective well-being. Therefore, it can be inferred that the subjective well-being of the individual is negatively related to the employee's job turnover behavior, and thus the hypothesis 1 is proposed:

H1: The level of subjective well-being of employees has a significant negative predictive effect on the probability of occurrence of their turnover behavior.

Organizational Citizenship Behavior and Turnover Behavior

In 1983, Bateman & Organ officially proposed the concept of Organizational Citizenship Behavior (OCB). It is considered that organizational citizenship behavior is an external behavior and posture that is conducive to the organization. It is not emphasized by the formal role, not by the labor contract, but by the informal cooperative behavior. In 1997, Organ revised the definition of organizational citizenship behavior to: it is a kind of behavior which is similar to relational performance that provides a maintenance and enhancement to the organization's social and psychological environment.

According to the theory of social exchange, managers will give more organizational resources support and higher performance evaluation based on the employees who show organizational citizenship behavior and “organizational citizens” will continue to maintain its organizational citizenship behavior because of organizational rewards. This achieves a benign cycle. However, the emergence of turnover behavior will undoubtedly break this cycle, bringing negative benefits to employees and businesses. Therefore, reducing the employee's own willingness to leave and the probability of leaving the job is one of the most important outcome variables of organizational citizenship behavior. It is concluded that the higher the level of organizational citizenship behavior exhibited by employees, the lower the likelihood of their turnover. Therefore, the second hypothesis is proposed:

H2: Employees' organizational citizenship behavior has a significant negative predictive effect on their turnover behavior.
Mediating Role of Organizational Citizenship Behavior

The current research has proved that organizational citizenship behavior has a very significant positive impact on the development of the organization, which has led many scholars to pay attention to the factors that induce organizational citizenship behavior. The pre-variables that have an impact on organizational citizenship behavior are: (1) employee personality traits (Borman et al., 2001; Shaffer et al., 2015); (2) employee attitudes (Yıldırım, 2014) (3) employee's sense of fairness (Ekowati et al., 2013); (4) leadership behavior (Ugwu et al., 2016); (5) task characteristics (Astrauskaite et al., 2015). Among them, the personality trait of employees is the main determinant of subjective well-being, and the most important employee attitude refers to the employee's job satisfaction. Job satisfaction is the main component of subjective well-being. It is concluded that subjective well-being is one of the important factors that induce employees' organizational citizenship behavior.

Fredrickson (2001) believes that positive emotions can play an active role in the work, allowing employees to expand the scope of interpersonal relationships and reduce absenteeism and turnover. Employees in a positive emotional state will take positive actions to maintain their emotional state (Ng et al., 2016). This is more conducive to social interaction and integration with colleagues and the environment around them (Diener et al., 2015; Zelenski & Nisbet, 2014). And this kind of positive feedback will help people in a positive emotional state to be more altruistic and achieve a benign cycle. And Rego et al. (2010) found in their research that happy employees are more inclined to help others. They are more compassionate, and more likely to show organizational citizenship behavior. Employees who are good at showing organizational citizenship behavior tend to have a stronger sense of identity and loyalty to the organization, which will reduce the probability of their departure behavior (Su Fangguo, Zhao Yuming, 2005). Positive emotions can lead employees to have a deeper understanding of “true essence of work” (Rego et al., 2014), recognizing that hard work is not only for higher pay or career success, but more importantly, the pleasure of hard work itself. Organizational citizenship behavior is a way to achieve this state. To sum up the above, we propose hypothesis 3:

H3: Organizational citizenship behavior acts as a mediator between subjective well-being and turnover behavior.

Gender Differences Study in Subjective Well-Being

When studying the influence of individual subjective well-being on their turnover behavior, it is necessary to consider the differences in individual gender.

From the perspective of family mode, married men and women play different family roles. Usually, the success of husbands is often associated with their careers. It is an inescapable responsibility for them to support their
families. They put more energy into their work and social status, and are more influenced by factors such as social status, job nature and economic income. Under the expectation of such a social role, male happiness is often based on the success of career and economic income, and this often requires a lot of energy. Therefore, for a man who spends too much time on his work, he usually chooses to leave to keep more energy.

For women, their physiological structure is more vulnerable than men, and their ability to withstand stress is weaker. Moreover, from the perspective of social culture and family model, the role the society confer women emphasizes more on raising future generations and caring for families. The study by Argyle et al. (2001) shows that women's happiness is more closely related to factors such as attractiveness and family. Physical health plays a very important role in women, both from the perspective of raising offspring and from their own development. Therefore, when work itself harms women's health, they are easier to make the choice of resignation than men.

Both males and females vary greatly in terms of physical structure, social culture, and family division of labor. For men, ample energy, material life success and high-quality work can bring happiness to them, while unemployment and divorce have a stronger negative impact on their well-being. For women, the harmonious of their families, parenting and health concerns are effective predictors of subjective well-being (Plagnol, 2014; Uglanova, 2014; Tiefenbach & Kohlbacher, 2014). Therefore, we propose the last hypothesis of this article:

H4: Based on gender differences, the dimensions of subjective well-being play different roles.

Methodology

Participants and Procedure

This research is aimed at the new generation of workers in manufacturing enterprises, mainly for the group of “post-80s” and “post-90s”, between the ages of 18 and 35. Participants are the first-line workers of different manufacturing enterprises in China. From the geographical perspective, they are mainly from Beijing, Shanghai, Tianjin, Sichuan, Guangdong, Jiangsu, and so on. The questionnaires are mainly distributed in the form of electronic version and paper version. In this study, 450 questionnaires were distributed and 434 questionnaires were recovered. The recovery rate was 96.4%, of which 38 questionnaires did not meet the requirements, so the total number of valid questionnaires received was 396, and the effective recovery rate was 88%.

The average age of the participants was 22.18±3.29 years old. There are 243 males, accounting for 61.4%; 153 females, accounting for 38.6%; 22 junior high school students and below, accounting for 5.6%; 324 high school and technical secondary school students, accounting for 81.8%; 50 people with
college education and above, accounting for 12.6%; 78 people who have already left the company, accounting for 19.7%, and 318 people who have not had any resignation behavior, accounting for 80.3%.

The three variables in this study (independent variable: subjective well-being, mediator variable: organizational citizenship behavior, dependent variable: turnover behavior) and three control variables (gender, age, and academic qualifications) were derived from different subjects. The employee's organizational citizenship behavior is evaluated by the leader, and the employee's behavior is derived from the employee's objective turnover data. In the gender-based mediation test, for men, the independent variables introduced in this paper are the energy variables of subjective well-being, and the independent variables introduced by women are the degree of health concerns.

Measuring Tools

Subjective Well-being Scale

The subjective well-being scale of this paper is developed on the basis of Diener’s subjective well-being concept and dimension scale, and the General Well-Being (GWB) scale developed by the National Statistical Center. The scale was translated by Duan Jianhua in 1997, and was revised based on local culture. The questionnaire consists of 6 dimensions and 18 topics. This paper uses the Likert 6-point scale, 1 = completely disagree, 6 = completely agree. The higher the score the subject gets, the higher he enjoys his subjective well-being, and the Cronbach’s α is 0.861.

Organizational Citizenship Behavior

This paper selects the results of (phrase removed for review purposes) research on the dimensions of organizational citizenship behavior in the context of Taiwanese culture in 1997. The questionnaire has 15 topics in 5 dimensions. The measurement of organizational citizenship behavior was scored using Likert 5 points, 1=completely disagree, 5=completely agree, and the higher the score the subject gets, the higher the level of organizational citizenship behavior the subject shows, and the Cronbach’s α was 0.904.

Demographic Questionnaire

Based on the purpose of studying the relationship between subjective well-being, organizational citizenship behavior and turnover, and the previous hypotheses, considering that age differences, gender differences, and academic differences may have an impact on subjective well-being and organizational citizenship behavior of research variables, therefore, the demographic questionnaire of this study mainly collects the demographic information of the subjects, including three topics: age, gender, and academic qualifications.
The Conceptual Model

This article will combine the relevant data to focus on the relationship between subjective well-being, organizational citizenship behavior and turnover behavior of the millennial generation of manufacturing employees. The theoretical conceptual model of this paper is based on the Mobley (1977) Intermediate Linkage Chain Model (Figure 1), the Steers & Mowday (1981) Turnover Model (Figure 2), and improved from the design of the questionnaire (Figure 3).

Figure 1. Mobley (1977) Intermediate Linkage Chain Model

**Figure 2.** *Steers & Mowday (1981) Turnover Model*


**Figure 3.** *The Conceptual Model of This Paper*

Source: [Specific source citation based on the content of the diagram]
Findings/Results

This study used SAS 9.3 for all statistical analyses.

Common Method Biases Test

This test is to examine the possible common method biases on the basis of program control. First, the confirmatory factor analysis method was used to verify the discriminant validity between the scales. In this study, the confirmatory factor analysis results of the 3-factor model were $\chi^2 (528) = 918.72$, RMSEA=0.058, RMR=0.041, CFI=0.95, indicating that the discriminant validity between the questionnaires is significant. Then, using Harman's single factor test, all the six variables are analyzed together as a whole. Under the condition that the eigenvalue is greater than 1 and no rotation is performed, the contribution rate of the greatest factor is 10.334%, which is much lower than 50%. According to what was mentioned above, this study does not have to consider the impact of common method bias.

Descriptive Statistics and Correlation Analysis

As it is shown in Table 1, there is a significant negative correlation between turnover behavior and subjective well-being, organizational citizenship behavior ($r=-0.223$, $P<0.001$; $r=-0.263$, $P<0.001$). The stronger the individual's subjective well-being, the higher the level of organizational citizenship behavior, the lower the probability of turnover behavior. There was a significant positive correlation between subjective well-being and organizational citizenship behavior ($r=0.521$, $P<0.001$). The stronger the individual's subjective well-being, the higher the level of his organizational citizenship behavior.

Table 1. Descriptive Statistics and Correlation Coefficient of Variables ($N=397$)

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>SD</th>
<th>Turnover</th>
<th>SWB</th>
<th>OCB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>—</td>
<td>—</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SWB</td>
<td>2.900</td>
<td>0.603</td>
<td>-0.223***</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>OCB</td>
<td>3.764</td>
<td>0.898</td>
<td>-0.263***</td>
<td>0.521***</td>
<td>1</td>
</tr>
</tbody>
</table>

*P<0.05; **P<0.01; ***P<0.001
Hypothesis Testing

Regression Analysis of Organizational Citizenship Behavior on Turnover Behavior

As it is shown in Table 2, after controlling three demographic variables which are the gender, age, and academic qualifications, organizational citizenship behavior has a significant positive effect on the probability of actual non-resignation behavior (1 is resignation, 2 is non-resignation) ($\beta = 0.8136$, OR$=2.256$, $P<0.001$). For the increase of every one point in organizational citizenship behavior (average score), the probability of retaining a job will increase by 2.26 times.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Turnover Behavior (Control group: already resigned)</th>
<th>$\beta$</th>
<th>OR</th>
<th>95%CL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intercept</td>
<td>-3.5811</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gender (Control group: Female)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gender (Male)</td>
<td>-0.171</td>
<td>0.71</td>
<td>0.395</td>
<td>1.278</td>
</tr>
<tr>
<td>Education Level (Control group: junior college)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education (Junior High)</td>
<td>0.7108</td>
<td>6.138</td>
<td>1.339</td>
<td>28.137</td>
</tr>
<tr>
<td>Education (Senior High)</td>
<td>0.3929</td>
<td>4.466</td>
<td>2.066</td>
<td>9.657</td>
</tr>
<tr>
<td>Age</td>
<td>1.1683***</td>
<td>3.217</td>
<td>1.954</td>
<td>5.296</td>
</tr>
<tr>
<td>Independent variable</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OCB</td>
<td>0.8136***</td>
<td>2.256</td>
<td>1.638</td>
<td>3.107</td>
</tr>
<tr>
<td>AIC</td>
<td>324.067</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SC</td>
<td>347.956</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-2 L</td>
<td>312.067</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$R^2$</td>
<td>0.294</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*P<0.05; **P<0.01; ***P<0.001

Mediation Effect Test on Organizational Citizenship Behavior

As it is shown in Table 3, subjective well-being has a significant positive effect on the actual non-resignation behavior after controlling the sex, age and education level of demographic variables (M1, $\beta = 0.898$, $P < 0.001$); subjective well-being has a significant positive effect on organizational
citizenship behavior (M2, β = 0.771, P < 0.001). Bringing subjective well-being variables together with organizational citizenship behavior into the regression equation of turnover behavior, the coefficient of subjective well-being variables is no longer significant (M3, β=0.299, P>0.05), and the coefficient of organizational citizenship behavior variables remained significant (M3, β=0.71, P<0.001). The confidence interval of 95% of the mediator coefficient by bootstrap is [0.382, 1.316], and 0 is not included. The fitting degree of the equation increased from 0.249 to 0.297.

Table 3. Mediation Effect Test on OCB

<table>
<thead>
<tr>
<th>Variable</th>
<th>Turnover Behavior (Control group: already resigned)</th>
<th>OCB</th>
<th>Turnover Behavior (Control group: already resigned)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>M1</td>
<td>M2</td>
<td>M3</td>
</tr>
<tr>
<td>Intercept</td>
<td>-3.458</td>
<td>0.793</td>
<td>-4.060</td>
</tr>
<tr>
<td>Gender (Control group: Female)</td>
<td>0.201</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gender(Male)</td>
<td>-0.249</td>
<td>-0.190</td>
<td></td>
</tr>
<tr>
<td>Education Level (Control group: junior college)</td>
<td>0.06</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education (Junior High)</td>
<td>0.367</td>
<td>0.639</td>
<td></td>
</tr>
<tr>
<td>Education (Senior High)</td>
<td>0.578</td>
<td>0.426</td>
<td></td>
</tr>
<tr>
<td>Age</td>
<td>1.233***</td>
<td>0.179</td>
<td>1.154**</td>
</tr>
<tr>
<td>Independent Variable</td>
<td>SWB</td>
<td>0.898***</td>
<td>0.771***</td>
</tr>
<tr>
<td>Mediator Variable</td>
<td>OCB</td>
<td>0.71***</td>
<td></td>
</tr>
<tr>
<td>AIC</td>
<td>337.373</td>
<td>325.052</td>
<td></td>
</tr>
<tr>
<td>SC</td>
<td>361.261</td>
<td>352.922</td>
<td></td>
</tr>
<tr>
<td>-2 L</td>
<td>325.373</td>
<td>311.052</td>
<td></td>
</tr>
<tr>
<td>R²</td>
<td>0.249</td>
<td>0.299</td>
<td>0.297</td>
</tr>
</tbody>
</table>

*P<0.05; **P<0.01; ***P<0.001

Gender-based Mediation Effect Test on Organizational Citizenship Behavior

Participants were divided into groups according to gender. And then the mediation effect test of organizational citizenship behavior on male subjects and female subjects was conducted respectively.
Table 4. Gender-based Mediation Effect Test on OCB

<table>
<thead>
<tr>
<th>Variable</th>
<th>Turnover Behavior of Male (Control group: already resigned)</th>
<th>Turnover Behavior of Female (Control group: already resigned)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Turnover Behavior</td>
<td>OCB</td>
</tr>
<tr>
<td>Intercept</td>
<td>1.909</td>
<td>0.91028</td>
</tr>
<tr>
<td>Education Level (Control group: junior college)</td>
<td>0.05138*</td>
<td>-0.354</td>
</tr>
<tr>
<td>Education (Junior High)</td>
<td>9.147</td>
<td>9.5763</td>
</tr>
<tr>
<td>Education (Senior High)</td>
<td>-3.6621</td>
<td>-3.9059</td>
</tr>
<tr>
<td>Age</td>
<td>0.7647**</td>
<td>0.173</td>
</tr>
<tr>
<td>Independent variable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health</td>
<td>0.518***</td>
<td>0.809***</td>
</tr>
<tr>
<td>Mediator Variable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OCB</td>
<td>0.799**</td>
<td>0.635**</td>
</tr>
<tr>
<td>AIC</td>
<td>209.629</td>
<td>200.204</td>
</tr>
<tr>
<td>SC</td>
<td>227.094</td>
<td>221.163</td>
</tr>
<tr>
<td>-2 L</td>
<td>199.629</td>
<td>188.204</td>
</tr>
<tr>
<td>R²</td>
<td>0.30</td>
<td>0.33</td>
</tr>
</tbody>
</table>

*P<0.05; **P<0.01; ***P<0.001

As shown in Table 4, in the analysis of male turnover behavior, the energy variables from subjective well-being have a significant positive effect on non-resignation behavior (M4, β = 0.518, P < 0.001); the energy variable has a significant positive effect on organizational citizenship behavior (M5, β = 0.809). Bringing the energy variable and the organizational citizenship behavior variable into the regression equation of the non-resignation behavior, the coefficient of the energy variable is no longer significant (M6, β=0.252, P>0.05), and the coefficient of organizational citizenship behavior is still significant (M6, β =0.799, P<0.001). The confidence interval of 95% of the mediator coefficient by bootstrap is [0.37, 1.455], and 0 is not included. The fitting degree of the equation rises from 0.3 to 0.36. Organizational citizenship behavior acts as a full intermediary between energy and turnover behavior, as shown in Figure 4:
In the analysis of the turnover behavior of female employees, after controlling demographic variables, the concerns for health from subjective well-being has a significant positive effect on their non-resignation behavior (M7, β=0.334, P<0.001); health variables had a significant positive effect on organizational citizenship behavior (M8, β = 2.149, P < 0.001). The health variables and organizational citizenship behaviors were brought together into the regression equation for turnover behavior, the significance of health variables was reduced (M9, β = 0.291, P < 0.05), and the coefficient of organizational citizenship behavior variables was significant (M9, β = 0.635, P <0.05). The confidence interval of 95% of the mediator coefficient by bootstrap is [0.028, 1.443], and 0 is not included. Organizational citizenship behavior plays an incomplete mediating role between health concerns and turnover behavior. According to the direct effect algorithm proposed by Jietai Hou, the direct effect of the health concerns on the turnover behavior is 51.14%, and the indirect effect is 48.86%, as shown in Figure 5:

Discussion

(1) The subjective well-being of employees has a significant negative impact on the turnover behavior of the millennial generation of manufacturing employees.

Nimon et al. (2015) conducted a meta-analysis using data from 36 companies in 42 articles and found that as job satisfaction declined, employees' turnover intentions increased. This paper further verified this finding. It is found that the special group based on the millennial generation of manufacturing employees, with the increase of their subjective well-being, the probability of the millennial generation of employee’s turnover behavior will be significantly reduced. This theory has been usefully supplemented.
(2) The organizational citizenship behavior of employees has a significant negative impact on their turnover behavior. According to the principle of cognitive consistency, when an individual's cognition is inconsistent with his behavior, it will give the individual a strong sense of discomfort. Therefore, driven by cognitive coherence, “organizing citizens” will reduce their turnover intention and reduce the probability of actual turnover behavior (Saraih et al., 2017; Saif-Ud-Din & Adeel, 2016; Memon et al., 2017). On this basis, the paper further verified that the millennial generation of manufacturing employees with their organizational citizenship behavior increased, the probability of their turnover behavior will be significantly reduced.

(3) Organizational citizenship behavior plays a mediating role between subjective well-being and turnover behavior. First, according to data analysis, the stronger the individual’s subjective well-being, the higher the level of his organizational citizenship behavior. Another important dimension of subjective well-being is positive emotions. Individuals with a high level of subjective well-being are often in a state of positive emotions and less in a state of low mood. Individuals in a positive emotional state are more inclined to make altruistic behavior, and can bear more of the inconvenience and difficulties from work, which is an important dimension of organizational citizenship behavior. The conclusions of this paper further validate this hypothesis.

(4) Based on gender differences, the dimensions of subjective well-being are different. This paper provides a useful supplement to the current study, which is the discovery of the important influence of gender in the process of organizational citizenship behavior playing its mediating role. In the analysis of the impact of subjective well-being on turnover behavior, it is the energy dimension for male employees to play a significant role. For women, it is a dimension of concerns for health.

From the perspective of family mode, married men and women bear different family roles. Usually, the success of husbands is often linked to their careers. It is an inescapable responsibility to support the family. They put more energy into their work and social status. Under the expectation of such a social role, male subjective well-being is often based on the success of career and economic income, which often requires a lot of energy. Therefore, for a man, when a job takes too much effort, he usually chooses to leave to keep more energetic.

For women, their physiological structure is more vulnerable than men, and their ability to withstand stress is weaker. Moreover, from the perspective of social culture and family model, the role the society confer women emphasizes more on raising future generations and caring for families. The study by Argyle et al. (2001) shows that women's happiness is more closely related to factors such as attractiveness and family. Physical health plays a very important role in women, both from the perspective of raising offspring and from their own...
development. Therefore, when work itself harms women's health, they are
easier to make the choice of resignation than men.

Conclusions

First of all, this study used a questionnaire survey to collect 396 valid
questionnaires. There were only 78 participants who actually had a turnover
behavior. The turnover behavior group had relatively few questionnaires, which
had certain limitations for research and may lead to the incomprehensive study
of differences. In addition, due to the uneven geographical distribution of the
subjects, the types of manufacturing industries were unevenly distributed,
which led to the limitations of the research conclusions. Finally, all data were
taken from self-reported questionnaires and blended sections, which makes it
less convincing in inferring causality.

This study effectively expands the study of the outcome variables of
subjective well-being, and gives management revelation based on gender
differences: in the manufacturing industry where the flow of people itself is
already frequent, the millennial generation of employees who have strong
willingness to move need managers to pay attention to their subjective well-
being, and to distinguish between gender and implement different management
method. For male employees, if managers want to reduce the probability of
their turnover behavior and encourage them to show more organizational
citizenship behavior, they should implement reasonable energy management
from the four aspects (body, emotion, thought and spirit), pay full attention to
the energy of male employees and ensure their energy can be restored and
compensated after periodic consumption. For female employees, the managers
should pay more attention to their physical health, help female employees to
reach the balance between work and family. Implementing regular physical
examinations and giving care to women during lactation will be of great
significance in reducing the probability of their turnover behavior.
References


Shanshan Zhan. Research on Subjective Well-being, Organizational Identity and Job Performance Relationship of Millennial Generation Employees [D]. Central China Normal University, 2011.


