

# The Loyalty of New Generation Employees from The Perspective of Psychological Contract

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**Abstract:** The proportion of the post-90s generation of employees in the enterprise is higher and higher, and they are increasingly becoming the main force for the future operation and development of the enterprise. At present, the turnover rate of the younger generation of employees is significantly increased, and their loyalty to the enterprise is obviously lower than that of the older employees. Therefore, the loyalty of the new generation of employees to the enterprise is a matter of great concern to the human resources department of the enterprise. Not only small and medium-sized enterprises, but also large-scale enterprises are also facing the problems caused by the low loyalty of the new generation of employees. In the face of the turnover rate of the new generation of employees, it is very necessary to understand the basic situation of such employees and analyze the factors affecting turnover, especially from the aspects of psychological needs, emotional needs and interpersonal relationships. Only employees can clearly feel that the enterprise can fulfill its commitments and realize its wishes, Achieve balance and improve their loyalty to the enterprise from the perspective of psychological contract. This paper takes the new generation of post-90s employees of Internet data service enterprises as the research object, starting from the relationship between employee psychological contract and employee loyalty, analyzes the impact of psychological contract on the loyalty of the new generation of post-90s employees, and finds the way to improve employee loyalty from the perspective of psychological contract.

**Keywords:** Psychological contract loyalty of new generation employees.

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## 1. Introduction

### 1.1. Research background and significance

#### 1.1.1. Research background

With the development of the times, due to various reasons, the mobility rate of the new generation of post-90s employees in all walks of life is gradually increasing. It is very necessary for the human resources department of each enterprise to fully understand the characteristics of the new generation of post-90s employees, follow up and strengthen the management of the new generation of post-90s employees, and improve the loyalty of this kind of young employees to the enterprise. The new generation of the post-90s generation enjoy a higher level of education, and the number of years of education has increased. Moreover, most of these people live in school before employment. In order to improve their academic qualifications and professional knowledge, they have not experienced real life difficulties and setbacks. Moreover, due to the growth environment, they are easy to have a vague understanding of their practical operation ability after they enter society, Therefore, once they are not satisfied with their work, their loyalty to the enterprise will often be reduced.

Therefore, it is very necessary for enterprises to analyze and study the loyalty of the new generation of post-90s employees, deeply analyze and understand the basic situation of the loyalty of the new generation of post-90s employees, and combine the conclusions of the research and analysis with the actual situation of enterprises, so as to summarize the coping strategies to improve the loyalty of the new generation of employees, ensure the overall stability of the new generation of employees, and promote the sustainable and healthy development of enterprises.

#### 1.1.2. Research significance

Through the investigation and analysis of the new generation of employees, we can further understand the

loyalty of the new generation of employees, put forward targeted countermeasures, improve the management level of enterprises for the new generation of employees, improve the market competitiveness of enterprises from the aspect of talents, and provide reference for the management of the new generation of human resources in the same industry. The work of the new generation of post-90s employees is the main force for the future development of enterprises. Enterprises can start with investigating the basic content of the characteristics and loyalty of graduate employees, and analyze the differences between the loyalty of the new generation of post-90s employees and the older generation of employees by directly obtaining first-hand data, so as to find out the loyalty of the new generation of post-90s employees to the enterprise and the existing problems, Combined with the actual situation, this paper analyzes the problems existing in the current management of the new generation of employees, and optimizes the management of the new generation of post-90s talents, so as to improve the loyalty of the new generation of employees and promote the development of enterprises.

## 1.2. Research ideas and methods

### 1.2.1. Research ideas

Starting from the current situation of the management of the psychological contract of the new generation of employees, this paper sorts out the factors affecting the loyalty of the new generation of employees born in the 1990s. Through the investigation and Research on the new generation of employees born in the 1990s in Internet data service enterprises, this paper understands the loyalty of the new generation of employees born in the 1990s to the enterprise, analyzes the reasons from the psychological needs, emotional needs, interpersonal relationships and other aspects of the new generation of employees, and puts forward suggestions to improve the loyalty of enterprises, And the conclusion of the article is drawn. This paper selected the new

generation of post-90s employees of Internet data service enterprises as the main survey object, designed a questionnaire survey to investigate the psychological contract and loyalty of this kind of young generation employees, collected relevant questionnaire data and further studied and analyzed, and summarized the relationship between psychological contract and loyalty of post-90s employees of Internet data service enterprises, It is suggested that enterprise managers should pay attention to the psychological contract and loyalty of the 90 new generation employees, pay attention to the emotional and interpersonal relationships of the new generation employees, and discover and innovate the management methods of the new generation employees from the perspective of psychological contract, so as to promote the utilization and development of human resources in Chinese enterprises.

### 1.2.2. Research methods

The main research methods used in this paper are: literature research method, questionnaire survey method, data analysis method.

#### (1) Literature research method

According to the research purpose of this paper, the author carefully consulted and sorted out the relevant data of psychological contract, new generation employees, employee loyalty and so on, and compared the collected data with the previous research data, which provided the corresponding theoretical support for the writing of this paper.

#### (2) Questionnaire survey method

According to the order of designing the questionnaire, issuing the questionnaire, filling in the questionnaire and summarizing the relevant data, this paper analyzes the data obtained from the questionnaire, understands the basic situation of the low loyalty of the 90 new generation employees to the enterprise, analyzes the reasons for the low loyalty and puts forward countermeasures.

#### (3) Data analysis method

This study uses the method of questionnaire survey, uses the five dimensional scale to investigate the psychological contract and loyalty of the new generation of employees, and uses SPSS to test the reliability and validity of the data, to explore the impact of psychological contract on the loyalty of the new generation of employees born in the 1990s.

## 2. Literature Review

### 2.1. Psychological contract theory

Argyris, an American organizational behaviorist, first used the term psychological contract. In his book understanding organizational behavior, he used psychological contract to describe the relationship between supervisors and subordinates. If the supervisor manages the employees in a positive way, the employees will also show optimism accordingly. The leaders respect the employees, so that the employees have satisfactory salary, work and other resources. The employees will also reduce their disloyalty to the organization and have more sustainable and efficient production. Robinson and Rousseau believe that psychological contract is the mutual understanding between the enterprise and employees in the employment relationship, that is, the exchange relationship between employees' contributions to the enterprise and organizational incentives, that is, the relationship between effort, ability, loyalty and remuneration, promotion and job security.

Katarzyna dziewanowska studied the content of the

psychological contract of the new generation of employees from the two aspects of employee responsibility and organizational responsibility, and believed that the main content of the psychological contract of the new generation of employees had ten aspects, namely: increasing the employability in other places in the future; Improve the value of employees to employers; Increase the value of employees to the organization; Actively organize employees to participate in internal training; Actively build the interpersonal relationship of employees and enhance their own business ability; Salaries and benefits that employees should receive; Employees should be positive; Employees themselves need development, and organizations should actively provide opportunities; Promotion opportunities provided by the organization to employees; The organization provides employees with opportunities for career development.

Wang Yu verified the five dimensions of the psychological contract of the new generation of employees. He proposed that the psychological contract of the new generation of employees consists of five dimensions: loyalty, self dedication, performance improvement, growth and development, and interpersonal interaction. Yang peimei believes that the demand between enterprises and employees is two-way. Enterprises all want employees to be loyal to their own organization. Employees also need the organization to give back the corresponding loyalty. Only when employees get the sense of belonging, trust and sincerity of the enterprise they need, can they work more actively in their work and achieve the effect of actively promoting work. Huangwenping also believes that the psychological contract is the two-way contribution of employees and enterprise organizations. When he studied the psychological contract of entrepreneurial team members, he also defined the psychological contract as the situation of each party's responsibility perceived by team members and leaders.

To sum up, psychological contract is a kind of psychological agreement between the enterprise and employees, and it is also an unwritten responsibility of both parties. At present, there is no unified definition of the specific connotation of the concept of psychological contract. In addition, psychological contract is an unwritten responsibility, which has certain subjectivity, uncertainty, two-way and dynamic. In general, psychological contract will vary according to individual and group differences.

### 2.2. Employee loyalty theory

With regard to employee loyalty, Klopota, Igor, etc. comparatively analyzed the influencing factors of employee loyalty in Croatian public service sector and private enterprises. The conclusion showed that the most direct economic reward in private enterprises was the main reason for employee loyalty, while the loyalty in the public sector varied according to gender. The factors affecting female employee loyalty were job satisfaction, high-quality working environment and communication atmosphere. The factors that affect male employees' loyalty are more the recognition and respect of leaders and surrounding colleagues, and the recognition of work conditions. Vantilborgh, Tim volunteers, for example, studied the psychological contract and the loyalty of voluntary behavior, and found that the psychological contract can positively affect their loyalty behavior, when the individual's psychological contract believes that they can make more willingness to contribute

and be loyal to their goals.

Jianhaoxian, zhangluyi and others conducted a correlation analysis on employee loyalty and organizational support. The conclusion shows that employees with the support of enterprise managers and organization members can largely stimulate their enthusiasm for work, so as to improve their loyalty to the enterprise. Increasing enterprise support is an important factor to improve employee loyalty. Gao Dongmei also examined the impact of organizational support on employees' work from the perspective of work prosperity. The study found that enterprise support can stimulate the enthusiasm of employees and improve employee loyalty. Liu Zhui et al. Examined the impact of leadership on employee engagement with organizational support as an intermediary variable, and concluded that employees' support from the organization would make them more engaged.

To sum up, researchers all believe that employee loyalty plays a very important role in enterprises, but there is still no unified definition. In general, employees' loyalty to the enterprise can be either behavior loyalty or attitude loyalty, and loyalty is easily affected by factors such as enterprise culture and enterprise system. Therefore, loyalty can be either active loyalty or passive loyalty.

### **2.3. The relationship between psychological contract and loyalty**

Tseng LM, Wu JY conducted a survey of financial professionals in Taiwan and found that financial professionals put great emphasis on moral leadership and employee identity. Psychological contract can positively affect employee loyalty. Cleary et al. Also conducted research on nurses' psychological contract and loyalty. The research found that nurses' psychological contract would affect their loyalty potential.

In his research on employee loyalty, Chen Yong found that psychological contract will positively affect employee loyalty behavior. ZHUXIANLING, yaogurong and other scholars have analyzed the research on psychological contract at home and abroad, verified the logical relationship between psychological contract and loyalty, and confirmed that psychological contract will have an impact on loyalty.

## **3. Data Collection and Statistical Analysis**

### **3.1. Questionnaire design**

The questionnaire design is divided into three parts, the first part is the basic background information survey, the second part is the survey of the psychological contract of the new generation of employees, and the third part is the loyalty survey of the new generation of employees.

#### **3.1.1. Sample background data investigation**

The background information of the sample includes gender, age, education background and company type. Through the basic investigation in these four aspects, we can basically grasp the basic information of the respondents.

#### **3.1.2. Investigation of psychological contract factors**

This part mainly refers to the content of katarzyna dziewanowska's psychological contract for the new

generation of employees, which is designed and compiled from the perspective of psychological contract. The purpose is to let the testees score the factors of psychological contract according to their true thoughts, so as to get the actual score of the new generation of employees on the psychological contract and understand the basic situation of the psychological contract of the new generation of employees. It is mainly carried out in the form of a five level scale, with 1 indicating very non-compliance and 5 indicating very compliance.

#### **3.1.3. Employee loyalty survey**

This is mainly a survey of the loyalty of the new generation of employees. The purpose is to let the new generation of employees test the loyalty factors of employees according to their own ideas and actual situation, so as to get the actual loyalty score of the new generation of employees. This part is also carried out in the form of a five level scale. 1 means very non-conforming and 5 means very conforming.

#### **3.1.4. Selection and situation of sample targets**

The questionnaire is conducted anonymously. The main respondents are the new generation of post-90s employees of Internet data service enterprises. The questionnaire involves the new generation of post-90s employees of state-owned enterprises, foreign enterprises, Sino foreign joint ventures and private enterprises.

### **3.2. Questionnaire distribution and recovery**

This study distributed questionnaires to the new generation of post-90s employees in Internet data service enterprises through wechat official account and questionnaire star platform, and finally recovered 170 questionnaires. After the preliminary sorting and analysis of the questionnaire data, 6 invalid questionnaires were eliminated, and a total of 164 valid questionnaires were finally recovered, with an effective questionnaire rate of about 96.4%.

### **3.3. Questionnaire data analysis**

After the initial formation and distribution of the questionnaire, a total of 170 questionnaires were collected. After screening, the number of effective questionnaires was 164 points, and the effective questionnaire rate was about 96.4%.

According to table 1, there are 85 women, accounting for 51.83%, and 79 men, accounting for 48.17%. The gender difference between men and women is small, basically flat. In terms of age, there are 74 post-90s, accounting for 45.12%, 72 post-95s, accounting for 43.9%, and 18 post-00s, accounting for 10.98%. In terms of education background, there are 9 people with high school education or below, accounting for 5.49%, 58 people with college education, accounting for 35.37%, 81 people with undergraduate education, accounting for 49.37%, and 16 people with master's degree or above, accounting for 9.76%. In terms of academic qualifications, the proportion of college degree and undergraduate degree is very high, followed by master degree. There are 34 state-owned enterprises, accounting for 20.37%, 50 foreign enterprises, accounting for 30.49%, 48 Sino foreign joint ventures, accounting for 29.27%, and 32 private enterprises, accounting for 19.51%.

**Table 1.** Frequency analysis of basic information of surveyed samples

project	frequency	Percentage%
Gender		
male	79	48.17%
female	85	51.83%
age group		
Post-90s generation	74	45.12%
After 95	72	43.9%
After 00	18	10.98%
educational background		
High school and below	9	5.49%
Specialist	58	35.37%
undergraduate course	81	49.39%
Master and above	16	9.76%
Company type		
state-owned enterprise	34	20.73%
Foreign enterprises	50	30.49%
Sino foreign joint venture	48	29.27%
private enterprise	32	19.52%

It can be seen from table 2 that the new generation of employees in Internet data service enterprises are relatively satisfied with the factors that affect the psychological contract, such as job stability, training system, working atmosphere, work autonomy, salary and welfare, performance system,

promotion opportunities and division of labor. Among them, some people with relatively high job stability and working atmosphere think their satisfaction is average, Dissatisfaction with the performance system is slightly higher than other factors affecting loyalty.

**Table 2.** Satisfaction of factors affecting loyalty from the perspective of psychological contract

Satisfaction dimension	Very dissatisfied	Dissatisfied	commonly	satisfaction	Extremely satisfied
Stable operation	6	10	25	51	72
Training system	3	11	14	73	63
Working atmosphere	6	10	26	66	56
Work autonomy	4	13	14	65	68
Salary and welfare	7	11	16	57	39
Performance system	10	5	19	63	67
Promotion opportunities	9	6	18	71	60
Clear division of tasks	6	8	21	71	58

It can be seen from table 3 that under the influence of staff stability, training management system, working environment and atmosphere, autonomy in work and learning, salary and welfare, performance appraisal system, promotion opportunities and social division of labor, the loyalty of

employees in the new generation of enterprises is relatively high. Among them, about the development of speaking for the maintenance of the company, 10 people said that it was not in line with their actual life.

**Table 3.** Compliance of loyalty of new generation employees from the perspective of psychological contract

Compliance dimension	Very inconformity	Non conformance	commonly	accord with	Very consistent
Non disclosure of information	8	6	16	63	71
Actively promote the company	7	8	16	66	67
Speak for the company	10	6	26	58	64
Understand company weaknesses	2	13	24	65	60
Put forward innovative suggestions	6	11	20	49	78
interpersonal relationship	7	7	22	65	63

As shown in Table 4, in Internet data service companies, although the new generation of employees have stable work, training system, working atmosphere, work autonomy, salary, welfare, performance system, promotion opportunities and high satisfaction with division of labor, they think that the

work content is boring, dissatisfied with the leadership is high, and even because they are interested in or dissatisfied with the work content, they are ready to leave or seriously consider leaving. In general, work content and leadership style are also important factors affecting employee loyalty.

**Table 4.** Loyalty and turnover intention of new generation employees from the perspective of psychological contract

Compliance dimension	Very inconformity	Non conformance	commonly	accord with	Very consistent
Not doing your best	10	6	17	61	70
Not interested in work	6	9	20	64	65
Start looking for work	11	6	21	54	72
Dissatisfied leadership	8	7	21	67	61
Seriously consider leaving	8	5	26	60	65

### 3.4. Result analysis

#### 3.4.1. Psychological contract

From the above data analysis, we can see that in this survey, the new generation of post-90s employees in Internet data service enterprises basically believe that the psychological contract factors provided by enterprises are highly consistent. A large proportion of the new generation of post-90s employees give high scores in terms of transaction, relationship and development between enterprises and employees. Among them, the new generation of post-90s employees believe that providing meaningful training is the most consistent with work autonomy, and the degree of compliance between training and work autonomy is higher than that of salary, promotion opportunities and other factors.

In terms of training, 44.51% of the new generation of employees think it is important for enterprises to provide meaningful training, and 38.41% of the new generation of employees think it is very important for enterprises to provide meaningful training. The author believes that there are the following reasons for this situation: first, in the stage of education, employees are more exposed to the learning of theoretical knowledge, and rarely have the opportunity to enter the enterprise to participate in practical learning; Second, the younger generation of employees look at their own development. After entering the enterprise, they all hope to learn more knowledge and skills that are not available during school, so as to improve their comprehensive ability and value; Third, due to their different situations, there are differences in corporate culture, environmental factors, systems, office processes, etc. when new employees arrive, they basically need to be retrained in order to better adapt to the new system and working environment; Fourth, many enterprises often carry out training courses, but most of the training courses are meaningless and waste of time, such as calling on employees to contribute more to the enterprise. It is difficult for employees to obtain practical and useful knowledge and skills from the training certificate. For these reasons, when enterprises provide meaningful training, it will be easier to increase the satisfaction and degree of the new generation of post-90s employees to the enterprise.

In terms of work autonomy, 39.63% of the respondents believed that the enterprise's work autonomy was in line with the actual situation, and 41.46% of the respondents believed that the enterprise's work autonomy was very in line with the actual situation. The author believes that there are the following reasons for this phenomenon: first, the weak autonomy of work means that employees are bound to be bound in the process of work, which is difficult to make their talents difficult; Second, there is a lack of autonomy in work. To a large extent, employees need to report everything to the leader. It is easy for employees to think that they are not respected when they need to ask the leader for instructions on everything, big or small. Therefore, once the enterprise endows employees with certain work autonomy rights and

allows employees to better play their talents, it is easy to improve employees' satisfaction, sense of belonging and loyalty to the enterprise.

#### 3.4.2. Loyalty

40.85% of the new generation of employees are not satisfied with their leadership, and 37.2% of the new generation of employees are very dissatisfied with their leadership. After the satisfaction of the new generation of employees in terms of salary, working environment, development opportunities and so on is very high, there will be employees' turnover intention caused by dissatisfaction with the leadership. The author believes that the main reasons are as follows: first, the growth environment of the post-90s generation is more comfortable than that of the older generation, and they will consider their own comfort more, although they are very satisfied with all aspects of the enterprise, In the process of contacting with leaders, if leaders treat employees differently, employees will not be respected enough, and it is also easy for employees to have the idea of leaving; Second, the new generation of post-90s employees have a high level of education, and have learned a variety of knowledge. They have strong abilities in management, theoretical knowledge, professional skills and so on. If the leaders can not satisfy the employees in terms of comprehensive ability, it is easy for employees to feel that they have not been paid attention to in terms of position and so on, resulting in psychological gap; Third, the frequency of communication between employees and leaders in the enterprise is very high. After employees put forward suggestions or ideas to the leaders that are beneficial to the enterprise or work, if the leaders feel that it is difficult to implement or do not care too much, and do not give actual feedback to employees, it is easy for employees to feel that they are not recognized and valued. In general, the relationship between employees and leaders is a two-way communication process, also a kind of psychological and emotional communication. If we fail to do well in this aspect, it is easy for employees to become dissatisfied and disloyal to the enterprise because of dissatisfaction with the leaders.

## 4. Strategies to Improve Employee Loyalty Based on Psychological Contract

### 4.1. Provide meaningful training content

In the fierce competition environment in the market, the most important thing is the competition of human resources. Therefore, it is very necessary to improve the comprehensive development quality and professional information technology innovation ability of employees in China's enterprises, which requires employees to learn more and faster than competitors. Therefore, enterprises need to provide employees with training necessary for personal growth.

After entering the enterprise, the new generation of

employees are eager to learn useful knowledge to improve their value and comprehensive ability, especially practical knowledge and skills. Therefore, in order to improve the loyalty of the new generation of post-90s to the enterprise, we should not only provide them with basic information about the organization through training, but also provide them with relevant corporate culture. The most important thing is to provide them with practical training content through training. For example, acquire relevant knowledge and skills that are useful and necessary for the job.

In general, meaningful training plays a very important role in promoting the development of good psychological contract for the new generation of post-90s employees. The new generation of employees acquire knowledge and skills in the training, so that they can have a sense of identity with the corporate culture, and also can psychologically enhance their sense of occupational safety in the enterprise. Through training, they can enhance their sense of achievement in work, reduce their sense of crisis and anxiety caused by being eliminated by the enterprise, so as to enhance their loyalty to the enterprise.

#### **4.2. Enhance the autonomy of work**

A large part of the new generation of post-90s employees attach importance to autonomy at work, especially not reporting everything to the leadership. Enterprises engaged in data and information services on the Internet, especially those with a large impact on economic scale, have achieved a clear division of labor in order to ensure that each component of the management work business process is not wrong in the main content of work, but such repetitive and no room for work and learning content obviously can not attract the attention of the new generation of employees. They have no advantage in improving their loyalty.

Through the survey of this questionnaire, we can find that the new generation of post-90s employees pay more attention to whether there are objections to the work content to a large extent. When they find that the work content is meaningless, they will not do their best. Even have the idea of leaving. Therefore, enterprises can make some innovations in the work content, give employees a certain degree of independent decision-making rights, do not report everything to the leaders, and provide employees with opportunities to give full play to their personal advantages by delegating some rights, so that the new generation of post-90s employees can more easily obtain a sense of achievement and achievement in their work, so as to enhance employees' sense of belonging and loyalty to the enterprise and reduce the turnover rate.

#### **4.3. Establish and improve the communication mechanism of enterprises**

Psychological contract is a dynamic process of development through mutual learning and understanding between employees and enterprises. In particular, the environment for the personal growth of the new generation of employees is relatively special, and the management of psychological social contract is very different from that of previous employees. Therefore, in terms of the training of the new generation of employees, enterprises need us to constantly communicate with the new generation of employees to get closer to the content of the psychological contract.

Through this questionnaire survey, it can be found that a large part of the new generation of post-90s employees are

willing to put forward suggestions conducive to the development of the enterprise, but they are very dissatisfied with the leadership, and even have the tendency to leave. In addition, employees' leaders, especially direct leaders, need to communicate with employees frequently and give them enough opportunities to speak. They should not only convey the expectations of the organization to employees, but also convey the suggestions and expectations of employees to the organization. Therefore, it is very important to establish a sound communication management mechanism in China's enterprises in order to improve the communication between enterprises and employees to convey expectations and establish a satisfactory psychological contract.

If enterprises want to improve the communication effect with the new generation of post-90s employees, it is very necessary for enterprises to focus on the communication mechanism and make the communication standardized and regular. In particular, it is necessary to increase the communication between the new generation of post-90s employees and their direct superiors. The communication mechanism can promote the communication effect, so that the new generation of post-90s employees are more likely to have a sense of belonging to the enterprise and improve their loyalty to the enterprise. Generally speaking, enterprises must attach great importance to the loyalty management of the new generation of post-90s employees psychologically and ideologically, and promote the overall communication with the new generation of post-90s employees from the communication of their work.

#### **4.4. Attach importance to emotional management of employees**

With the development of economy, all aspects have entered a fast pace, which makes enterprise managers pay more attention to the cost of production, pay more attention to the operation of enterprises and the performance of employees in management, and it is difficult to take into account the psychological and emotional needs of employees. However, talents are the key to the development of enterprises, especially the new generation of employees. As the core force of the future development of enterprises, it is very necessary for enterprises to pay attention to the growth of employees, and do emotional management from the aspects of increasing the concern of enterprises for employees and paying attention to the emotional needs of employees.

In terms of emotional management, enterprises can increase informal communication with employees. Informal communication can reduce the pressure of employees in the process of communication, make employees feel better in the process of communication, improve the efficiency of communication, and achieve communication efficiency. In addition, enterprises need to increase the degree of fulfilling their promises to employees. If enterprises do not trust employees enough and fail to fulfill their promises for a long time, it is easy for employees to distrust the enterprise and cause brain drain. Therefore, enterprises need to fulfill their promises to employees in time, so that employees can feel that they are in an enterprise full of trust and have information to the enterprise, so as to promote the common progress of employees and enterprises, improve employees' sense of belonging and loyalty to the enterprise.

#### **4.5. Career planning of design specifications**

Enterprises and employees are eager for development and

growth at any time. Therefore, after providing meaningful training for the new generation of post-90s employees, enterprises can make reasonable career development plans for employees according to their own conditions and employees' personal conditions, including short-term development goals, medium-term development goals and long-term development goals, so as to promote the common development of employees and enterprises and win-win cooperation.

Moreover, while making a reasonable career development plan for employees, it can not only let employees understand their comprehensive ability and level at this stage, but also convey to employees what training and practical opportunities the enterprise can provide for employees at this stage. In this way, enterprises can improve the sense of belonging and loyalty of the new generation of employees to the enterprise while developing with employees, so that enterprises can retain excellent talents, promote the common development of enterprises and employees, and promote the healthy and sustainable development of enterprises.

## 5. Conclusion

Through in-depth analysis of the data obtained from the questionnaire, the following conclusions can be drawn:

From the perspective of psychological contract factors, the new generation of post-90s employees not only pay attention to their competitive salary and reasonable performance bonus, but also pay more attention to work content and work autonomy. Therefore, enterprises only provide attractive compensation and benefits and reasonable performance system, which will not necessarily bring loyalty to enterprises.

The new generation of employees attach great importance to training and communication with leaders, reducing their attention to trading methods such as salary and performance. It can be said that the growth type psychological contract and relationship type psychological contract are more suitable for the new generation of employees, and the transaction type psychological contract can be slightly behind the growth type psychological contract and relationship type psychological contract. Therefore, enterprises can focus on the maintenance of relational psychological contract and growth psychological contract for the new generation of post-90s employees.

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