

The Influence Mechanism of Job Insecurity on Employees' Turnover Intention in Education and Training Institutions under the Double Reduction Policy-Taking Chengdu as an Example

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Abstract: Although the introduction of the double reduction policy can improve the educational environment and reduce the burden on students, it has dealt a great blow to educational and training institutions and employees working in educational institutions, forcing employees to leave voluntarily or forcibly. Therefore, this paper discusses this issue from the perspective of education and training workers. Taking the employees of education and training institutions in Chengdu as the research object, from the perspective of the audience, with employee insecurity as the independent variable, turnover intention as the dependent variable and emotional exhaustion as the intermediary variable, this paper tries to understand the relationship between employee insecurity and turnover intention in education and training institutions through content analysis and questionnaire survey, so as to understand employee turnover behavior.

Keywords: Education And Training Institutions; Job Insecurity; Turnover Tendency; Double Reduction Policy

1. Introduction

The implementation of the double reduction policy and the policy of reducing students' homework burden and off-campus training burden directly limits the business scope and income source of off-campus education and training institutions, which leads to the crisis of the whole industry. Therefore, many training institutions have to close down or reduce their business and transform into skills training, adult education or art education. This policy has brought a huge impact on the job market of the education and training industry. A large number of people engaged in the education industry feel insecure about their jobs, and their willingness to leave their jobs has greatly increased.

2. Research value and significance

2.1 Theoretical significance and value

Theoretically speaking, most of the current research focuses on employees, and the research on employee emotional exhaustion leading to turnover is relatively limited. Through in-depth research and discussion on the relationship between employee emotional exhaustion and turnover intention, this paper tries to fully understand the psychological mechanism and influencing factors of employees in this regard. In terms of theoretical value, based on the existing literature at home and abroad, and under the background of the double reduction policy, this study has conducted a more detailed discussion on the deep-seated reasons that lead employees to feel unsafe at work.

2.2 Practical significance and value

In practical sense, this study focuses on emotional exhaustion caused by job insecurity and its core role in promoting employees' turnover intention. In terms of practical value, this study deeply analyzes the key factors that lead to employee turnover in education and training institutions, and provides some insights for training institutions to help them understand and deal with employees' emotional state more accurately.

3. Theoretical basis

3.1 Expectation Theory

Expectation theory was put forward by American psychologist Fuketo frum in the mid-1960s, which mainly discussed how people

decide their behavior based on expected results. The core point of this theory is that individuals will only choose to carry out an act if they expect it to bring attractive results. Through this theory, frum explained why different individuals show different motivations and emotional reactions when facing the same needs and activities.

3.2 Resource Conservation Theory

Conservation of Resources Theory (COR theory for short), put forward by the famous psychologist Stevan Hobfoll in 1989, is an important stress theory in the field of psychology. The core point of this theory is that individuals constantly pursue to acquire, maintain and accumulate those resources that are valuable to them.

4. Research and conceptual framework of research

4.1 Work insecurity

Hu Sanmen (2008) made a lot of explanations on job insecurity in her article. In her research, she subdivided many aspects of job insecurity, which provided a more comprehensive and detailed perspective for understanding and measuring this complex phenomenon. Ding Ran (2020) pointed out that it is very important to pay attention to the influence of job insecurity. Organizations need to fully and deeply understand the potential negative impact of job insecurity on themselves, employees' physical and mental health, happiness, loyalty to the organization, and employees' families.

4.2 Emotional exhaustion

Two scholars, Wen Tong and Liang Yi (2020), have made such a model, in which bullying customers leads to emotional exhaustion of tour guides, which leads to tour guides' willingness to leave their jobs. Xu Shupe and Huang Rong (2022) think that emotional exhaustion plays an intermediary role between job requirements and turnover intention. It is mentioned in the article that "job requirements have a significant positive impact on turnover intention, and are more closely related to emotional exhaustion. This finding is consistent with the job requirement-resource model (JD-R theory). Job requirements encourage individuals to experience emotional exhaustion, thus stimulating turnover intention. "

4.3 Resignation intention

Job loss, difficulty in job execution, uncertainty of salary promotion, excessive competition in the workplace and unstable interpersonal relationships have a significant negative impact on employees' job insecurity. These factors not only threaten the occupational stability of employees, but also may affect their psychological well-being and job satisfaction.

5. Influencing factors of employee turnover in education and training institutions under the double reduction policy

5.1 Coping with employees' emotional exhaustion

Emotional exhaustion not only affects employees' personal health, but also may lead to the decrease of work efficiency and job satisfaction. Long-term emotional exhaustion may even lead to more serious psychological problems, such as depression or anxiety. In addition, emotional exhaustion may also lead to the decrease of employees' enthusiasm for work, which further aggravates the turnover intention.

5.2 Reduce the pressure on employees

Schools can provide a stable and transparent working environment to ensure that employees have a clear understanding of the organization's decision-making and future. At the same time, increase the recognition and reward of work, so that employees can feel that their contributions are seen and cherished. It is also very important to provide career development and training opportunities to help employees enhance their skills and enhance their professional self-confidence. In addition, strengthening the support for employees' mental health, such as providing psychological counseling services to help employees manage work stress, is an aspect that cannot be ignored.

5.3 Adjust the marketing strategy

For the education and training industry, it is a key challenge to adapt to the changes in the policy of double reduction. Organizations need to rethink and adjust their business models and strategies to ensure sustainable and stable development and growth in the new policy environment. This includes exploring new business areas that meet policy requirements, innovating educational products and services, and strengthening online education platforms.

6. Conclusion

The rapidly changing environment has had a significant impact on employees. The job insecurity of employees is aggravated by the fear of job loss, the challenge of job execution, the uncertainty of salary promotion, excessive workplace competition and complicated interpersonal relationships. Enterprises can improve employees' sense of security and satisfaction by providing mental health support, career planning guidance, internal training opportunities and transparent communication strategies. At the same time, encouraging teamwork and establishing a supportive working environment are also effective means to relieve staff pressure and enhance team cohesion.

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