



The Impact of Perceived Organizational Climate on Turnover Intentions Among Post-2000 Employees: The Mediating Role of Job Control

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Abstract

With the evolution of societal trends and shifts in the employment landscape, the rapid advancement of emerging technologies and industries—such as the Internet, artificial intelligence, and large language models—has posed significant challenges for China, particularly in addressing structural contradictions in talent development. This study examines the impact of perceived organizational atmosphere on the turnover intention of post-2000 employees, with a specific focus on the mediating role of perceived job control. Based on the Social Information Processing Theory, Person-Environment (P-E) Fit Theory, and Stimulus-Organism-Response (S-O-R) Theory, the study investigates the interrelationships among perceived organizational atmosphere, perceived job control, and turnover intention. The study employs questionnaire surveys and empirical analysis, drawing on data from 368 valid responses to provide insights into these dynamics. The findings indicate that the trust atmosphere, emotional atmosphere, and fairness atmosphere all exert a negative influence on the turnover intention of post-2000 employees, with the perceived emotional atmosphere having the most significant effect. Furthermore, perceived job control serves as a mediating factor in the relationship between perceived organizational atmosphere and turnover intention. The study revealed the crucial role of perceived job control in shaping the work motivation and job satisfaction of post-2000 employees. These findings offer practical implications for enterprise management, providing strategic insights to enhance employee retention and the theoretical foundation for understanding mechanisms driving turnover intention among employees.

Keywords: *Organizational Climate Perception, Turnover Intention, Job Control*

1. Introduction

With the rapid development of the internet and artificial intelligence technologies, China is facing dual challenges in its talent structural contradictions. On the one hand, emerging industries are experiencing surging demand for high-quality talent. On the other hand, the mobility of highly skilled professionals continues to escalate. The post-2000 generation, meaning those born amid internet development, gradually entered the workforce when the first cohort reached adulthood in 2018, and they became a key focus for enterprises in 2022 when the first post-2000 university graduates officially joined the job market. As digital natives, post-2000 employees' unique upbringing has shaped work values distinct from previous generations. They prioritize personal development, achievement, and self-actualization, focusing more on "self-identity" and "value realization" within Maslow's hierarchy of needs. In practice, they demonstrate greater proficiency and preference for utilizing AI technologies like ChatGPT to enhance work efficiency and quality (Al Naqbi, Bahroun, & Ahmed, 2024), which directly manifests in workplace behavior. According to the 2023 Employment White Paper released by MyCOS Institute, the turnover rate within six months of graduation reached 23% among those graduating from university between 2018 and 2022. The 2024 Chinese government's Annual Work Report Article V emphasizes strengthening employment stability through enterprise support policies and enhanced employment services for key groups including graduates. This high mobility phenomenon continues to exacerbate corporate human resource costs. The social media trend "Post-2000 Generation Rectifying the Workplace" has sparked heated debates, reflecting mixed public opinions. Analyzing the unique economic, environmental, cultural, and contextual factors shaping this generation,



along with their technological proficiency and shifting values, provides valuable insights into managing post-2000 employees.

Turnover intention serves as a reliable predictor of voluntary employee departure. Academic research identifies organizational climate perception as a crucial factor in this process. The Stimulus-Organism-Response (S-O-R) theory posits that organizational climate as an external stimulus (S) influences employees' internal states like job satisfaction (O), subsequently affecting behavioral responses (R), including turnover intention. Environmental factors can induce positive or negative behavioral responses by altering individuals' internal states (Mehrabian & Russell, 1974). Organizational climate can impact employees' cognition and behavior. Zhang's (2016) study of evaluation agency employees revealed that organizational climate significantly negatively impacts turnover intention, with work ethics moderating this relationship. A 2019 study of over 300 special education teachers in Guangxi demonstrated that those in positive organizational climates exhibited more favorable attitudes and behaviors, consequently showing lower turnover intentions (Lan, Ma, Zhong, Li, & Yang, 2019). Job control, which can be defined as individuals' perceived ease or difficulty in completing specific tasks (Hu, 2016), proves particularly crucial for post-2000 employees accustomed to rapidly changing, technology-driven environments. This generation's heightened desire for workplace autonomy and control directly affects their job satisfaction and retention. Therefore, job control serves as a vital mediator in understanding how organizational climate perception influences turnover intention. Furthermore, job control correlates with innovation capability and adaptability - critical competencies for digital-native employees. Investigating job control enables a deeper understanding of organizational climate's impact on post-2000 employees' work attitudes and behaviors, offering valuable insights for management practices.

A positive organizational climate enhances employees' perceived autonomy and competence, thereby increasing their sense of Job Control. Higher levels of Job Control further reduce perceived work stress and dissatisfaction. According to the Person-Environment Fit Theory, employees experience stronger Job Control when they perceive a favorable organizational climate. Tang and Li (2020) conducted a survey on employee management in Chinese state-owned monopolies. Their analysis of 243 valid questionnaires across 16 prefecture-level cities revealed that, when employees perceived a positive organizational climate, they exhibited more positive work emotions, higher work engagement, enhanced job control, and a significant positive correlation with job satisfaction. Zhang's (2023) study examined the role of job crafting in career calling, particularly through Job Control, work meaningfulness, and positive emotions, and found that proactive work design among university junior faculty mediates the relationship between Organizational Climate Perception and career calling. The research underscores that, when the organizational climate is positive, employees' perception of it further amplifies their positive emotions, thereby boosting job satisfaction and effectively promoting career calling. This highlights the critical role of Organizational Climate Perception in improving Job Control and enhancing employees' sense of vocational mission.

From a research perspective, existing studies on Turnover Intention focus predominantly on traditional workplace groups, leaving a significant gap in understanding the generational characteristics of digital-native post-2000 employees. Grounded in China's indigenous management context, this study systematically investigates the transmission mechanism through which post-2000 employees' Organizational Climate Perception affects their Job Control and Turnover Intention, providing a key theoretical foundation for stabilizing the post-2000 employee talent pool in the new era.

Regarding the research framework, this study breaks through the traditional dyadic analysis paradigm. While prior research typically explored binary relationships among Organizational Climate Perception, Job Control, and Turnover Intention, this study integrates empirical analysis based on the Social Information Processing Theory, the Person-Environment Fit (P-E fit) component of Behavioral Exchange Theory, and the Stimulus-Organism-Response (S-O-R) theoretical model. By analyzing the causes of Turnover Intention among post-2000 employees at both the organizational and individual levels, and using Job Control as a mediator, this research constructs a chained mediation model of "Organizational Climate Perception → Job Control → Turnover Intention," offering novel insights for Turnover Intention studies.





2. Objectives

This study investigates post-2000 employees using job control as a mediating variable. Through questionnaire surveys and data analysis utilizing SPSS 27.0 for validity/reliability tests, reliability analysis, descriptive statistics, correlation analysis, regression analysis, and mediation effect verification, this study proposes two research objectives:

- 1) This study examines whether the impact of Organizational Climate Perception on Turnover Intention among post-2000 employees is positive or negative, and quantifies the magnitude of the effect.
- 2) The research investigates the strength of the mediating role played by Job Control in the relationship between Organizational Climate Perception and Turnover Intention within the cohort of post-2000 employees.

3. Materials and Methods

3.1 Research methods and reliability

This study adopts three methodologies: 1) Literature Review Method: Collecting and synthesizing relevant literature through academic databases. Building upon existing scholarly research, this study clarified the relationships between variables and preliminarily constructed the conceptual model; 2) Questionnaire Survey Method: Based on literature reviews and theoretical analyses, mature scales were adapted from domestic and international academia to design the survey questionnaire. After refinement and contextual optimization, the questionnaire was distributed both offline and online. Collected samples underwent data retrieval, organization, input, and empirical analysis to derive experimental results; 3) Statistical Analysis Method: Using SPSS 27.0, this study conducted validity/reliability tests on the scales, followed by descriptive statistical analysis to examine variable distributions. Differential analysis explored the effects of control variables on key constructs, correlation analysis identified variable relationships, multiple regression analysis tested direct effects, and mediation effect analysis verified the significance of mediating roles.

Grounded in the Stimulus-Organism-Response (S-O-R) theory, organizational climate perception (S) serves as an external stimulus that influences employees' turnover intention (R) through the mediating effect of job control (O), the internal organismic state. The core explanatory variable, organizational climate perception, is measured using Wang Xianya's Organizational Climate Perception Scale, which includes 12 items across four dimensions: trust climate, communication climate, emotional climate, and fairness climate. The job control variable is drawn from Ma Jianhong and Zhang Tingwen's Control Experience Scale, adapted to measure only the perception of control (8 items) based on the context of this study. The dependent variable, turnover intention, employs a refined 3-item scale modified from Farh's questionnaire. All constructs were assessed using a Likert 5-point scale.

The questionnaire in this study consisted of 29 items optimized from established scholarly scales. Based on the factor analysis principle requiring a sample-to-variable ratio of $\geq 5:1$ (ideally 10-25 times), the optimal sample size was determined to be 290-725 respondents. Data collection was conducted online via the Questionnaire Star platform (www.wjx.cn). To ensure data quality, a multi-layer snowball sampling method was implemented: Questionnaires were distributed through trusted networks after explaining research purposes and confidentiality. Participants were instructed to respond conscientiously. Invalid responses were eliminated through two criteria: Individuals born before 2000 (non-post-2000 birth cohort) were excluded via Question 1. Questionnaires with identical answers, patterned responses, or excessively short completion times were eliminated. A total of 383 questionnaires were collected, with 15 invalid cases excluded, resulting in 368 valid questionnaires for subsequent analysis. The specific reliability and validity test results (Cronbach's α and KMO values) are shown in Table 1.

**Table 1.** Reliability and validity analysis of key variables

Variables	Cronbach's	KMO
Organizational Climate Perception	0.957	0.975
Trust Climate	0.843	
Communication Climate	0.861	
Emotional Climate	0.836	
Fairness Climate	0.851	
Job control	0.930	0.952
Turnover Intention	0.896	

As shown in Table 2, the descriptive analysis of post-2000 employees' demographic characteristics indicates that the birth year screening item effectively filtered out non-post-2000 samples, with gender distribution remaining balanced (male and female proportions nearly equal), consistent with real-world demographics. Over 90% of respondents reported being unmarried and childless, a pattern strongly correlated with the age-specific characteristics of the post-2000 cohort. Educational background analysis reveals a predominance of bachelor's degree holders, reflecting the sample's generally high educational attainment. In terms of organizational affiliation, private enterprises constituted the majority of valid survey respondents, demonstrating the strong representation of this sector in the sample. All demographic distributions align with the expected profiles of the post-2000 workforce, born after 2000.

Table 2. Sample distribution statistical results

Variables	Variable Definition and Explanation	Frequency(Persons)	Proportion(%))
Gender	Male	187	50.8
	Female	181	49.2
Marital Status	Unmarried	334	90.8
	Married	34	9.2
Fertility Status	Non-parent	346	94.0
	Parent	22	6.0
Educational Background	High School/Technical School and Below	23	6.3
	Junior College	105	28.5
	Undergraduate	207	56.3
	Postgraduate and Above	33	9.0
Nature of Organization	Government and State-Owned Enterprise	75	20.4
	Foreign-Owned Enterprise	80	21.7
	Private Enterprise	170	46.2
	Others	43	11.7

3.2 Research hypothesis

This study examines the direct impact of organizational climate perception on post-2000 employees' turnover intention. From the perspectives of organizational control and performance climate, an analysis of 276 valid questionnaires collected from Zhuhai, Xi'an, and Zhengzhou reveals that employees' knowledge-hiding behaviors are influenced by organizational control and performance climates (Wang & Xie, 2021). Research also indicates that organizational fairness climate affects individual turnover intention, with organizational cohesion serving as a significant mediator (Wang, Mai, & Li, 2017). These findings demonstrate that organizational climate and employees' perceptions thereof significantly influence workplace behaviors. The following hypotheses are proposed:

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- H1: Organizational climate perception is negatively correlated with turnover intention.
 H1a: Trust climate is negatively correlated with turnover intention.
 H1b: Communication climate is negatively correlated with turnover intention.
 H1c: Emotional climate is negatively correlated with turnover intention.
 H1d: Fairness climate is negatively correlated with turnover intention.

This study investigates the direct impact of organizational climate perception on post-2000 employees' job control. The Theory of Planned Behavior introduces the concept of perceived behavioral control, defined as individuals' perceived ease or difficulty in completing specific tasks, which has been proven to influence behaviors. Behavioral cognition, normative beliefs, and control beliefs not only interact but also collectively determine behavioral intentions (Meng, 2010). Job control reflects employees' perceived autonomy in shaping their work processes. The following hypotheses are proposed:

- H2: Organizational climate perception is positively correlated with job control.
 H2a: Trust climate is positively correlated with job control.
 H2b: Communication climate is positively correlated with job control.
 H2c: Emotional climate is positively correlated with job control.
 H2d: Fairness climate is positively correlated with job control.

This study explores the direct impact of job control on turnover intention. The Attribution Theory posits that individuals making internal attributions (attributing success/failure to personal ability or effort) perceive greater environmental control. Such individuals tend to confront workplace challenges positively, demonstrating enhanced emotional regulation and stress management. Research on work locus of control reveals that "chance" positively correlates with turnover intention, while "effort" shows a negative correlation (Chen, 2013). The following hypothesis is proposed:

- H3: Job control is negatively correlated with turnover intention.

This study verifies the mediating role of job control between organizational climate perception and turnover intention. Employees' perceptions of organizational climate (positive/negative) directly affect their job control levels. Research examining three organizational climate dimensions, comprising interpersonal relationships, managerial style, and organizational hierarchy, confirms that climate significantly influences work alienation, subsequently affecting turnover intention (Wang, 2013). Thus, organizational climate perception impacts turnover intention through job control. The following hypothesis is proposed:

- H4: Job control mediates the relationship between organizational climate perception and turnover intention.

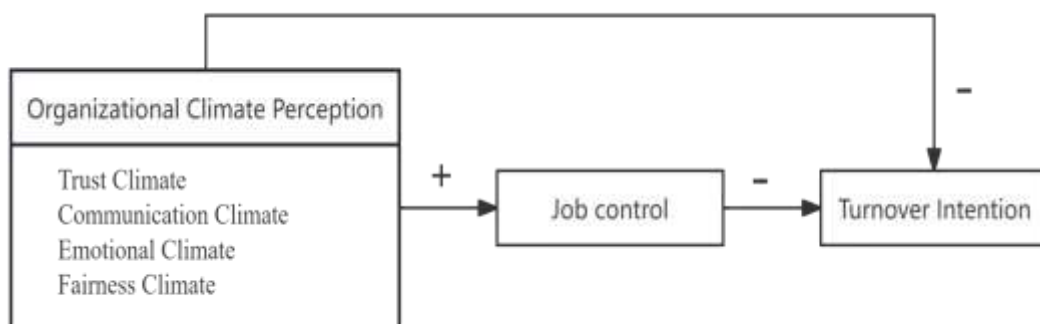


Figure 1. Research framework



4. Results

This analysis of 368 valid questionnaires revealed that correlation analysis determined the existence, strength, and direction of relationships between variables, serving as the foundation for regression analysis. The validation results are presented in Table 3.

Table 3. Matrix of correlation coefficients for each variable

Variables	1	2	3	4	5	6	7
1. Organizational Climate Perception	1						
2. Trust Climate	0.938**	1					
3. Communication Climate	0.941**	0.842**	1				
4. Emotional Climate	0.938**	0.836**	0.844**	1			
5. Fairness Climate	0.946**	0.855**	0.854**	0.849**	1		
6. Job Control	0.942**	0.878**	0.892**	0.882**	0.894**	1	
7. Turnover Intention	-	-	-	-	-	-	1
	0.776**	0.721**	0.710**	0.742**	0.747**	0.764**	

The tabular data demonstrate statistically significant correlations between variables, providing preliminary validation of their interrelationships. Building upon these findings, regression analysis was conducted to rigorously test the hypothesized model.

Table 4. Regression analysis of Organizational Climate Perception and Turnover Intention

	B	Standard error	Beta	T	P	VIF	R ²	Adjust R ²	F
Constant	6.044	0.148		40.751	0.000		0.608	0.604	140.734
Trust Climate	-0.181	0.084	-0.155	-2.144	0.033	4.842			
Communication Climate	-0.079	0.082	-0.070	-0.959	0.338	4.966			
Emotional Climate	-0.340	0.083	-0.296	-4.125	0.000	4.762			
Fairness Climate	-0.339	0.085	-0.303	-3.990	0.000	5.358			

As shown in Table 4, the regression coefficients for Trust Climate (-0.181), Emotional Climate (-0.340), and Fairness Climate (-0.339) all demonstrate statistical significance ($p < 0.05$), indicating these three dimensions of organizational climate perception exert significantly negative effects on turnover intention. Thus, hypotheses H1a, H1c, and H1d are supported. However, Communication Climate shows a non-significant regression coefficient (-0.079, $p = 0.338 > 0.05$), rejecting hypothesis H1b. The variance inflation factor (VIF) values for all variables are below 10 ($VIF < 10$), confirming the absence of severe multicollinearity issues. These results validate the robustness of the regression analysis.

Table 5. Regression analysis of Organizational Climate Perception and Job Control

	B	Standard error	Beta	T	P	VIF	R ²	Adjust R ²	F
Constant	0.378	0.062		6.067	0.000		0.889	0.887	723.502
Trust Climate	0.191	0.035	0.208	5.391	0.000	4.842			
Communication Climate	0.254	0.035	0.286	7.334	0.000	4.966			
Emotional Climate	0.214	0.035	0.236	6.166	0.000	4.762			
Fairness Climate	0.239	0.036	0.271	6.692	0.000	5.358			

As presented in Table 5, the regression coefficients for Trust Climate (0.191), Communication Climate (0.254), Emotional Climate (0.254), and Fairness Climate (0.239) all reach statistical significance ($p < 0.05$), demonstrating the significant positive effects of these four organizational climate dimensions on job

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control. Hypotheses H2, H2a, H2b, H2c, and H2d are fully supported. Variance inflation factor (VIF) values for all predictors remain below the threshold of 10 ($VIF < 10$), confirming the absence of severe multicollinearity issues. These results validate the reliability of the regression model.

Table 6. Regression analysis of Job Control and Turnover Intention

	B	standard error	Beta	T	P	VIF	R ²	Adjust R ²	F
constant	6.163	0.159		38.782	0.000		0.584	0.583	513.266
Job control	-0.971	0.043	-0.764	-22.655	0.000	1.000			

As demonstrated in Table 6, Job Control exhibits a statistically significant regression coefficient of -0.971 ($p < 0.05$), indicating a substantial negative effect on turnover intention. Thus, hypothesis H3 is supported.

Table 7. Mediation effect test of Job Control

	Model 1: Turnover Intention			Model 2: Job control			Model 3: Turnover Intention		
	Beta	T	P	Beta	T	P	Beta	T	P
Constant	6.043	40.762	0.000***	0.372	6.008	0.000***	6.181	40.212	0.000***
Organizational Climate Perception	-0.940	-23.537	0.000***	0.898	53.899	0.000***	-0.606	-5.130	0.000***
Job control							-0.372	-3.001	0.003**
R ²		0.602			0.888			0.612	
F		F=553.973, p=0.000***			F=2905.119, p=0.000***			F=287.549, p=0.000***	

As shown in Table 7, Model 1 follows the equation: $Y = 6.0431 - 0.940X$, where organizational climate perception (X) is regressed against turnover intention (Y). The analysis reveals a significantly negative effect of organizational climate perception on turnover intention ($\beta = -0.940$, $p = 0.000 < 0.05$), supporting Hypothesis H1.

Model 2 is defined by: $M = 0.3717 + 0.8983X$, examining the relationship between organizational climate perception (X) and job control (M). The results demonstrate a significantly positive influence ($\beta = 0.8983$, $p = 0.000 < 0.05$).

Model 3 incorporates both predictors: $Y = 6.1813 - 0.606X - 0.3719M$ for analyzing organizational climate perception (X) and job control (M) on turnover intention (Y). Job control exhibits a significantly negative effect on turnover intention ($\beta = -0.3719$, $p = 0.0029 < 0.05$).

Table 8. Results of the Mediation Effect

Organizational Climate Perception=>Job control=>Turnover Intention						
c'	a	b	Direct Effect	Indirect Effect	a*b(95%BootCI)	Mediation Test Results
0.898	-0.940	-0.372	0.350	0.549	-0.551~ -0.143	Partial Mediating

As shown in Table 8, the $X \rightarrow M \rightarrow Y$ mediation path demonstrates statistical significance with a bootstrapped 95% CI of (-0.551, -0.143) excluding zero. This confirms that job control (M) exerts a significant mediating role between organizational climate perception (X) and turnover intention (Y). The total effect value is 0.898, with a mediation effect magnitude of 0.35. Therefore, Hypothesis H4 is empirically supported.

Table 9. Summary of research hypothesis test results

No.	Hypothesis Content	Test Result
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H1	Organizational climate perception is negatively correlated with turnover intention	Supported
H1a	Trust climate is negatively correlated with turnover intention	Supported
H1b	Communication climate is negatively correlated with turnover intention	Not Supported
H1c	Emotional climate is negatively correlated with turnover intention	Supported
H1d	Fairness climate is negatively correlated with turnover intention	Supported
H2	Organizational climate perception is positively correlated with job control	Supported
H2a	Trust climate is positively correlated with job control	Supported
H2b	Communication climate is positively correlated with job control	Supported
H2c	Emotional climate is positively correlated with job control	Supported
H2d	Fairness climate is positively correlated with job control	Supported
H3	Job control is negatively correlated with turnover intention	Supported
H4	Job control mediates the relationship between organizational climate perception and turnover intention	Supported

As shown in Table 9, the hypothesis validation results regarding the relationships between organizational climate perception (including trust climate, communication climate, emotional climate, and fairness climate dimensions), job control, and turnover intention were derived through rigorous analysis of 368 valid questionnaires. After excluding invalid responses from non-post-2000 employees, the retained data underwent comprehensive statistical procedures using SPSS 27.0, including validity and reliability tests, correlation analysis, descriptive statistical analysis, regression analysis, and mediation effect verification, ensuring the robustness of the empirical findings.

5. Conclusion and Discussion

This study focuses on post-2000 employees, constructing a research model based on the Social Information Processing Theory, the Person-Environment Fit (P-E fit), and the Stimulus-Organism-Response (S-O-R) theory. The model positions Organizational Climate Perception (comprising Trust Climate, Communication Climate, Emotional Climate, and Fairness Climate) as the independent variable, Job Control as the mediating variable, and Turnover Intention as the dependent variable. Through empirical analysis of 368 valid questionnaires using SPSS 27.0, three main conclusions emerge.

First, Organizational Climate Perception, Job Control, and Turnover Intention exhibit partial demographic differences among post-2000 employees. Marital and parental status significantly influence these variables. Unmarried employees (90.8% of the sample) prioritize career development, demanding stronger Job Control (e.g., autonomy in work scheduling), while married employees emphasize job stability, reducing sensitivity to Organizational Climate Perception. Additionally, the "lonely generation" phenomenon—rooted in the "4-2-1" family structure—drives unmarried individuals to seek social fulfillment through workplace Emotional Climate, as evidenced by the significant impact of H1c. Organizations should tailor strategies to enhance Organizational Climate Perception and Job Control based on individual needs to mitigate Turnover Intention.

Second, Organizational Climate Perception negatively affects Turnover Intention ($\beta = -0.940$, $p < 0.01$). Among its dimensions, Trust Climate ($\beta = -0.181$), Emotional Climate ($\beta = -0.340$), and Fairness Climate ($\beta = -0.339$) show significant negative effects ($p < 0.01$), while Communication Climate is statistically nonsignificant. This contrasts with conventional assumptions and may reflect generational communication preferences: as digital natives, post-2000 employees prioritize efficient, outcome-oriented interactions via instant messaging tools, diminishing their reliance on formal Communication Climate mechanisms (e.g., meetings, documents). Furthermore, 46.2% of the sample worked in private enterprises, which often lack structured communication systems due to resource constraints, reducing perceptual variation in Communication Climate.



Third, the significant positive impact of organizational climate perception on job control demonstrates the crucial role of organizational environments in shaping employees' psychological states and behaviors. The regression coefficient between organizational climate perception and post-2000 employees' job control is 0.898, which is statistically significant at the 1% level. Subdimension analysis reveals regression coefficients of 0.191 for trust climate, 0.254 for communication climate, 0.214 for emotional climate, and 0.239 for fairness climate, all significant at the 1% level. Positive organizational climate perceptions enhance employees' confidence and satisfaction with their work environment, thereby increasing autonomy. In supportive, innovative, and diversity-respecting environments, employees are more proactive in assuming responsibilities and managing their workflows, directly strengthening job control. Favorable climates also build employees' confidence in task completion (enhanced work efficacy), as organizational support boosts their belief in successfully executing tasks, reinforcing perceived control over outcomes. Additionally, open climates foster effective communication, enabling employees to access information, voice opinions, and participate in decision-making—key factors in amplifying job control. These mechanisms align with the Job Demand-Resources Model, positioning organizational climate as a critical psychosocial resource that enhances control through autonomy, efficacy, and participative processes.

Fourth, Job Control mediates the relationship between Organizational Climate Perception and Turnover Intention. Positive perceptions of Trust Climate, Emotional Climate, and Fairness Climate enhance employees' belief in organizational reliability, fostering Job Control (e.g., autonomy in task execution). This heightened Job Control subsequently strengthens retention intentions, as employees translate perceived autonomy into reduced Turnover Intention. The mediation mechanism operates bidirectionally, meaning favorable Organizational Climate Perception reinforces Job Control, while empowered employees reciprocate with organizational commitment, creating a stabilizing feedback loop.

This study utilizes post-2000 employees as the research subjects, integrating the Social Information Processing Theory, the Person-Environment Fit (P-E Fit) from the Behavioral Exchange Theory, and the Stimulus-Organism-Response (S-O-R) Theory to explore the impact of Organizational Climate Perception on the Turnover Intention of post-2000 employees, with a focus on the mediating role of Job Control. Targeted countermeasures and recommendations are proposed. However, the research has several limitations. First, the exclusive focus on post-2000 employees restricted sample collection and survey implementation. Questionnaire distribution relied primarily on the author's personal network and online sharing by acquaintances, which may have introduced sampling bias. Second, this cross-sectional study focused on the current status and perceptions of post-2000 employees, limiting dynamic observation of their psychological states and behavioral attitudes. Third, the small sample size (368 valid responses) may reduce the generalizability of findings.

To comprehensively analyze the Turnover Intention of post-2000 employees, future research should adopt the following measures. First, expand the sample size and employ stratified sampling to achieve a more balanced sample distribution. Second, combine cross-sectional and longitudinal approaches to conduct dynamic analyses of behavioral and attitudinal changes over time. These strategies would enhance the reliability and applicability of research conclusions regarding the mechanisms underlying post-2000 employee turnover behavior.

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