

Employability Attribution: Implications for Person-job Fit , Job Efficiency and Career Commitment

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Abstract

Based on the theory of Personal-job fit, this paper takes the new normal of workplace as the embedded situation, and constructs a content structure model around the employability of the new generation employees. It analyzes the internal influence relationship and promotion effect of the new generation employees' employability from the aspects of pre-inducement and mechanism, and prompts the change of this promotion effect. The employability is divided into five dimensions: practical execution ability, division of labor and cooperation ability, individual adaptability, interpersonal communication ability and emotional control ability. Through the statistical analysis of the matching questionnaire between the new generation employees and supervisors, the structural equation model is established with the AMOS. The results show that employability play a mediation between Personal-job fit and job efficiency and career commitment, Personal-job fit affects employees' career commitment and job efficiency through employability, achievement motivation has a moderating effect on job efficiency. The conclusion provides important enlightenment for the new generation of employees in the development and application of enterprise employability management.

Keywords

Personal-job Fit; Employability; Job Efficiency; Career Commitment; Achievement Motivation.

1. Introduction

With the "new normal" being put forward, China's economic development is moving towards the trend of higher form and more reasonable structure. The comprehensive promotion of supply-side structural reform will make the environment in which the organization is located more complex and the division of labor diversified, and the requirements and expectations for employees' work will be higher and higher. At the same time, the degree of professionalization in China is constantly deepening. Enterprises began to move towards partnership with their employees, and the "post-95s" and "post-00s" gradually became the protagonists in the workplace. Their requirements for working environment and the degree of respect are quite different from those of older employees, and they also know how to find a balance between earning a living and self-realization. In this circumstance, the employment mode of relying on labor and other factors is no longer suitable for the development of the organization. In the past, the employment mode of "iron rice bowl" (a lifelong secure job or position) and unified distribution has gradually disintegrated, the lifelong attachment relationship between employees and organizations has begun to weaken, and the mobility of employees between posts within the organization and between different organizations has been greatly enhanced. The employment mode dominated by internal labor market has been severely challenged, and the tendency of externalization of employment relationship has become increasingly obvious.

The traditional lifelong employment system has been replaced by informal employment such as temporary employment and personnel outsourcing, which inevitably makes the competition in the employment environment increasingly fierce. Faced with such challenges of the times, young employees want to obtain or continuously guarantee their job. Only by accumulating work experience, improving work skills and enhancing environmental adaptability can we meet the needs of changes in the labor market.

Whether the staff's mastery of professional skills or their ability to implement specific projects has become one of the important criteria that affect the employment of employees in enterprises. With the increase of population, the employment contradiction between the older unemployed with more experience and the new generation employees with less experience has become prominent. Compared with non-new generation traditional employees, The new generation of employees pay more attention to their own development space, hoping to get the recognition of their working ability from managers, but they don't value the stability of their work and the economic benefits they get during their work, so the new generation of employees will mostly choose to leave their job once they think that their enterprises have no development prospect. This performance of low professional commitment and high turnover rate is a remarkable feature of the new generation of employees. At the same time, the new generation of employees have no specific ideas about self-awareness, career exploration experience and career goals, and cannot meet the standards required by enterprises. With the employment of the new generation of employees getting more and more attention from researchers all over the world, How to improve the job efficiency and commitment of the new generation employees has become a hot issue and a policy issue to be solved urgently.

The existing literatures have formed different boundaries due to different research perspectives. Focus on organizational commitment (L, Zhang. et al., 2015); Turnover tendency (Zw, Chen. et al., 2015); Job insecurity (Sm, Hu. et al., 2015); Work happiness (Sm, Hu. et al., 2015); Career success (Xiaol, Zou., 2013); Psychological contract (Py, Zhu. et al., 2014); Employment choice (J, Wu., 2015); Career orientation (Yd, Wang., 2015); Ability matching (Jj, Cheng. et al., 2015); Job satisfaction (Jj, Cheng. et al., 2015); Professional efficiency (L, Zhang. et al., 2015) and other variables are studied and discussed, but there is no literature to explore whether increasing employees' skill and knowledge fit about the needs of enterprises from the perspective of personal job fit; Whether the needs of employees can be met by the enterprise; Whether the employees' values fit the corporate culture or not will have an impact on their employability, professional efficiency and career commitment. Past literatures mainly discussed the employability of ordinary college students or ordinary employees (Jy, Xie. et al., 2005; Gx, Song., 2008), but under the new normal, the job environment has changed a lot compared with the past. At the same time, the new generation of employees headed by the post-95s have changed a lot in their work habits and value orientation compared with the post-70s and post-80s employees, so it is particularly important to study the employability of the new generation of employees.

In this paper, from the perspective of Personal-job fit of the new generation of employees, based on the Personal-job fit theory of the new generation of employees, the theoretical model of employability is introduced to explain the potential impact of employability on employees' behavior and attitude and its mechanism on job efficiency and career commitment, thus providing a new perspective for analyzing employees' retention and resignation. At the same time, this paper aims to find out the missing employability of the new generation employees, and provides theoretical and empirical evidence for improving the employability of the new generation employees, increasing the fit between personal abilities and occupations to meet the differentiated needs of different enterprises and enhancing the employment competitiveness of the new generation employees.

2. Theoretical Overview and Hypothesis

2.1. The Definition, Differences and Characteristics of New Generation Employees

The "new generation employees" have now become a new group of workers. Because of their unique growing environment, more and more researchers and managers realize that the new generation employees are different from their former employees. They have high academic qualifications and have high expectations for their work, so some new generation employees have already held positions in some important management and technical position. However, with the influx of the new generation of employees into the workplace, they need to run in with the old employees, which has become a big problem in enterprise management. The employment of the new generation of employees has become a hot spot for scholars under the current employment situation.

The "new generation" refers to the workers who were born in the period from 1990 to 2000. They are also called "New Millennium Generation", "Network Generation", "New Generation", "New New Humanity" and "New Generation Employees". Different from the older generation of employees, the new generation of employees have been endowed with unique temperament of the new era. They grew up in the era of reform and opening up, with the globalization of social economy. Through the great conflict and integration of eastern and western cultures, the reform of higher education, the high-educated background and the rapid popularization of the Internet, they are exposed to knowledge and information from different societies. The new generation of employees have their own personality characteristics. On the one hand, they have been spoiled since childhood, and they have experienced less tempering and setbacks, which leads to their low pressure resistance. It is easy to produce some adverse reactions, such as exhaustion of body and mind, loss of work enthusiasm, etc. They have a strong sense of innovation, but their job satisfaction and loyalty are low (Shri.,2011; Meister & Willyerd.,2010), lack of patience, and usually don't like to live by the rules (Twenge, Campbell, Hoffman & lance., 2010). They have high expectations for their education and career, and are picky about their job. On the other hand, Among the many performances of the new generation employees, there are many phenomena such as weak sense of job responsibility, frequent job-hopping, casual job changes, etc. These characteristics of the new generation employees lead to their low job satisfaction and organizational commitment, resulting in higher turnover rate and higher career turnover rate. Meanwhile, when the new generation employees are engaged in work, And individuals are more likely to lose control and produce negative feedback behavior or even resistance behavior. The characteristics of these new generation employees have affected their loyalty to the enterprise and their perception of work to a certain extent. This article will focus on how to improve the loyalty of the new generation of employees to enterprises and their perception of work, increase the employability of the new generation of employees.

2.2. Personal-job Fit, Job Efficiency and Professional Commitment

Person-job Fit refers to the balance between supply and demand between individuals and environment, which can affect employees' work behaviors, attitudes and work achievements in the organization (Burch et al., 2004). Broadly speaking, Personal-job fit can be defined as the fit between an individual and his job, which is divided into three dimensions according to Scroggins' theory. They are requirement-ability adaptation, supply-expectation adaptation and self-concept-work adaptation [10]. For example, personal characteristics and job characteristics can adapt to each other in comparison, which is a kind of Personal-job fit (Han,2015).

Self-efficacy is also called job self-efficacy. Betz and Hackett(1986) thought that job efficiency is the belief that individuals have the ability to carry out specific occupations in the job field.

Later Hackett and Lent(1987) defined job efficiency as the effectiveness of behaviors that individuals take when facing the choice and adjustment of job fields. Professional self-efficacy is reflected in the self-perception of the ability of individual employees to select and realize related job, and it is reflected in the confidence of individual employees in performing specific job or achieving career goals (T, Nie., 2015).

Career commitment belongs to a special phenomenon of work, which is specifically divided into commitment to organization, career and work in social workplace. Occupation commitment refers to the degree of unwillingness to change occupation or major due to individual's recognition and emotional dependence on specific occupation or major, investment in occupation or major and internalization of social norms. Career commitment can predict career effectiveness and employability[12].

Most scholars combine personal ability with work situation in their research on employees' ability, while few scholars associate Personal-job fit with employees' job efficiency and commitment. However, due to the complicated requirements in practical work, The matching relationship between employees and job has also become an important factor affecting employee performance and employee turnover. In the previous studies on Personal-job fit and job efficiency, studies by scholars such as Mei Tang (1999) showed that job choice can have a direct impact on job self-efficacy, and is indirectly affected by job interest. There by further affecting the employability of employees. However, there is no further research on whether Personal-job fit can affect job efficiency. Studies have shown that the harder employees work, the higher income they can bring to enterprises, the less likely they are to leave their job, and the higher their professional self-efficacy. There are more studies showing that, Job efficiency is positively correlated with job performance and job satisfaction, and negatively correlated with job boredom and absenteeism (Tierney, Farmer.,2011; Cq, Lu. et al., 2004; Kim, Oh.,2012; O'Neill, Mone.,1998; Tracy, Marc.,1992; Celik, Yesilyurt.,2013). L, Zhang and T, Nie (2015) thought that the increase of personal work fit led to the higher professional efficiency displayed by employees, and the corresponding increase of loyalty to their work. Different adaptation variables have been mentioned to be related to job efficiency in existing studies, but personal job fit is most related to job efficiency in the mechanism of action.

In the research of the relationship between personal job fit and career commitment, Chatman(1991) showed that employees' personal job fit had a positive impact on career commitment. The employee's own characteristics are highly matched with the work he is engaged in, which can reduce the possibility of the employee's turnover behavior (Chan,1996). At the same time, Studies have shown that the higher the employee's inspiration to work, the higher the employee's professional commitment to the current job. Dik(2009) & Steger(2009) think that there is a positive correlation between them. When employees have professional identity and emotional dependence on their job, and their loyalty to their job becomes higher, their professional commitment will also become higher [13]. At present, however, there are relatively many researches on Personal-job fit, job efficiency and professional commitment by domestic scholars, and few researches on the relationship between Personal-job fit and job efficiency and Personal-job fit and professional commitment of new generation employees.

Combining the theory with the former research results, this paper puts forward the following assumptions:

H1 Personal-job fit has a positive impact on job efficiency

H2 Personal-job fit has a positive impact on career commitment.

2.3. The Mediation of Employability

The concept of employability was put forward by British scholar Beveride in the early 20th century, and was further systematized in 1950s with the discussion and dissemination of researchers. In 1998, Hillage and Pollard defined employability as the ability required by

individual workers to obtain first employment, maintain employment and obtain new job when necessary. Harvey(2001) found that the essence of employability is the behavioral characteristics of college students, which are needed by enterprises and have practical efficiency in future work. Hobfoll, Johnson, Ennis and Jackson(2003) think that employability involves employees' potential in the labor market, hiring skills and influencing career development and contingency. Domestic scholars Zhang Ling and Nie Ting (2015) further divided employability into four dimensions in detail, including emotional control ability, affinity, practical execution ability and environmental adaptability.

With the change of employment relationship, employability has been paid more and more attention by researchers. The employability of an individual is influenced by many antecedents. Hillage and Pollard(1998) divided the influencing factors into internal and external aspects. Internally, the employability is influenced by the individual's education level, work attitude and work ability. On the external side, the competitive environment of the labor market, the employer's capital and the economic policy all have certain influences on employability. Gaspersz and Ott(1999) think that cultivating the willingness to adapt to the working environment, working conditions and working contents is the key condition affecting employability. In addition, personal character and learning attitude (Deloitte & Touche, 2001; O'Donoghue & Maguire, 2005), knowledge and skills, job roles (Van Dam, 2003) all have a certain effect on employability.

It is worth mentioning that Van Dam(2003) pointed out that the characteristics of the job itself and the environmental variables in the workplace are one of the key factors affecting employability. He believed that individuals can improve the adaptability between themselves and their job by changing the job content, participating in training or developing projects, so as to achieve the purpose of improving employability. Changes in work tasks can provide employees with new work experience and development opportunities as a way to enhance employability. When the characteristics of the work itself and the workplace change, employees often need an adaptive process, and constantly make positive psychological hints on their work ability through self-awareness. When it is re-matched with the characteristics of the job itself and changes in the working environment, its working ability and adaptability will be improved accordingly, and if it faces the same problems again, its psychological fluctuation will be greatly reduced, thus reflecting the characteristics of high employability (RHOGAN, T Chamorro-Premuzic & RBKaiser, 2013). Therefore, improving the degree of Personal-job fit is regarded as an important way to increase employability.

In terms of outcome variables, employability is considered to affect the health status and happiness index of individuals (Cuyper & Witte, 2007; Berntson & Marklund, 2007), but the more important influence is the attitude and behavior of employees, and a large number of studies focus on the change of employment relationship (Baruch, 2001; Lawler, 2001; Guest, 2004). Since the merger, reorganization and layoffs started in 1990s, Employees' job safety is facing great uncertainty, which weakens the traditional employment relationship in which employees exchange commitment and loyalty for the long-term and stable employment commitment of employers. If the company helps employees to reduce the uncertainty of finding other job, employees will have a stronger sense of professional commitment and a stronger willingness to stay in the organization (Meyer & Smith, 2000; Bartlett, 2001; Tansky & Cohen, 2001). When employees perceive that the company has increased employees' perception of self-job performance through salary increase, promotion, reward mechanism, and increased job challenge, to reduce the uncertainty of employees looking for other job, employees often increase their enthusiasm for work (J Chen, P Kannan, B Trehan & P Loungani, 2011), and improve their employability. Employees' loyalty will also increase with the increase of Personal-job fit. Zhang Ling and Nie Ting (2015) think that good work experience will make employees tend to be positive when improving their individual self-awareness. For example,

contacting people with similar abilities and professional attributes and more extensive workplace resources will make employees more optimistic about their future job, thus enhancing their job efficiency.

Through the discussion of a series of documents, this paper updates the standard system for judging employees' employability, and organically combines the antecedents and outcome variables of employability according to the former's exploration results. When that work environment and the nature of the work of the new generation employees change, First of all, employees will adjust their adaptability, strengthen division of labor and cooperation, interpersonal communication, practice and emotional control, so as to increase their employability to adapt to job changes. In this process, with the continuous improvement of personal and job adaptation, employees make positive psychological suggestion on their own work ability through self-awareness. Self-confidence in being competent for this job is constantly increasing, and the expectation and perception of self-work performance will be improved accordingly, thus realizing the improvement of professional efficiency perception. At the same time, the improvement of Personal-job fit enables employees to better achieve their expected job performance goals, and through employers' satisfactory response to job performance such as salary increase, promotion and reward, make employees more dependent on the enterprise, have more confidence in completing the current work, and increase their loyalty to the work. Therefore, this paper puts forward the hypothesis that employability plays an intermediary role between Personal-job fit and job efficiency, and between Personal-job fit and career commitment. In other words, the higher the Personal-job fit of the new generation employees, The employability will be higher, which will promote the improvement of professional efficiency and career commitment.

The assumptions are as follows:

H3 Employability plays an intermediary role in the relationship between Personal-job fit and job efficiency.

H4 Employability plays a mediation between Personal-job fit and career commitment.

2.4. The Moderation of Achievement Motivation

The concept of achievement motivation was first put forward by A. Murry(1938). He pointed out anyone with high achievement motivation will set higher goals in any job and try his best to achieve perfect results. Therefore, achievement motivation is considered as one of the persistent personality traits. Atkinson & birch (1964) further considered that individual achievement motivation should be consists of two stable tendencies, namely, the intention to pursue success and the intention to avoid failure, that is, the achievement motivation is formed by the tendency to strive for success minus the tendency to avoid failure.

Although scholars have different definitions of achievement motivation, its main contents can be summarized into three aspects, namely, what is the purpose of doing this, initiative and persistence. The purpose is to predict what effect you want to achieve in the activity, whether you can surpass yourself or others; Initiative is carried out by individuals voluntarily, consciously and autonomously. Persistence refers to being able to stick to one's own goal and keep the activity going when the activity is disturbed. People with strong achievement motivation can persist in learning and be more effective than those with poor achievement motivation. Therefore, achievement motivation plays a positive role in individual study and work, Thus, it plays a moderate effect in voluntary and active behavior. On the one hand, external environment characteristics will affect the relationship between achievement motivation and job efficiency of new generation employees; on the other hand, the level of achievement motivation characteristics of employees will also affect the impact of specific external environment on job efficiency of new generation employees. Achievement motivation plays an enhanced role in regulating the positive relationship between job adaptation and job

efficiency. The higher the job adaptability of the new generation employees with high achievement motivation, the higher the professional efficiency. The correlation between job adaptability and professional efficiency of the new generation employees with low achievement motivation is not significant, that is, achievement motivation can promote the relationship between job fit and job performance. Achievement motivation plays an enhanced role in regulating the positive relationship between job efficiency. Achievement motivation is a stable personality trait of the new generation of employees in pursuit of professional success, because this personality trait is helpful to improve the work enthusiasm of new generation of employees, effort tendency and their intention to surpass others. The new generation employees with high achievement motivation usually get better job satisfaction and work commitment, thus achieving higher job performance, which is one of the main factors to adjust the job efficiency of the new generation employees. As personality traits, achievement motivation and external environment have a moderating effect on employees' job efficiency.

Among the employees of new generation, achievement motivation is often linked with the influence of professional efficiency. Achievement motivation has become a short board that restricts the cultivation of young people's innovative ability. Because achievement motivation is an internal factor that stimulates and maintains behavior, it is difficult for individuals to carry out innovative behavior continuously for a long time when there is a lack of motivation. Achievement motivation is a kind of social motivation, It means that people want to engage in meaningful activities and achieve satisfactory results in the activities. Is this equally applicable to the job efficiency of the new generation of employees? In this paper, the following assumptions are put forward.

H5 Achievement motivation regulates the relationship between employability and job efficiency. That is, the higher the achievement motivation, the higher the influence of employability on job efficiency.

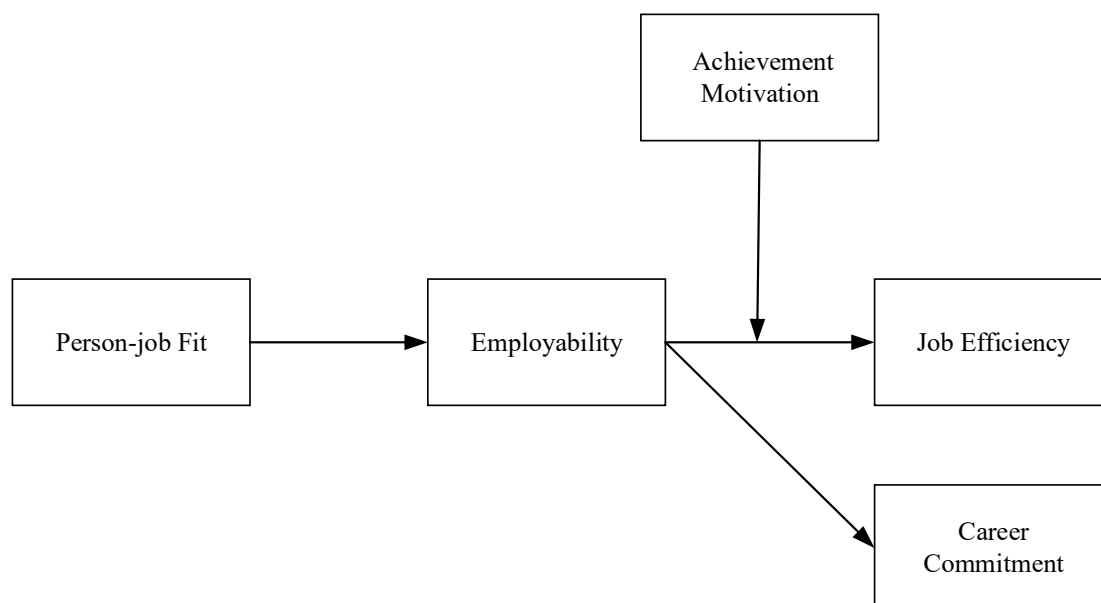


Figure 1. Theoretical model

3. Research Design and Methods

3.1. Research Design and Samples

In order to verify the above hypothesis, this study takes more than 80 employees of different types of enterprises in Fujian, Guangdong, Zhejiang, Shaanxi, Hebei, Shanghai and other

provinces and cities as samples, and launches a structured questionnaire survey, and selects employees from different industries, different educational backgrounds and different working years to ensure the authenticity and effectiveness of the questionnaire survey. In this study, the employees questionnaire for the new generation employees was distributed in the tested enterprises, and the main variables included employability, achievement motivation and job efficiency. At the same time, the supervisor's matching questionnaire was issued to evaluate the employability of the tested employees. A total of 500 questionnaires were sent out and 455 valid questionnaires were collected, with an effective recovery rate of 91%.

3.2. Variable Measurement

In this study, SPSS and AMOS statistical tools are used to conduct empirical analysis, mainly using descriptive statistical analysis, reliability analysis, structural equation model, multiple hierarchical regression analysis and so on. The research questionnaire survey method is used, and the main research variables are measured with appropriate scales. The main research variables include "Personal-job fit", "employability", "job efficiency", "achievement motivation" and "Career Commitment", and at the same time, it also involves the investigation of demographic background control variables such as age, gender, city, educational background, industry and work seniority. In which 1 means extreme nonconformity, 5 means very consistent, ask the subjects to fill in the answers according to their own actual situation. The research covers the following aspects:

(1) Personal-job fit mainly interprets the fit between an individual and his job. The variable used in this study is the measuring tool developed by Abdel-Halim(1981), which consists of five questions, including: "I feel that I have exerted all my abilities in my work", "I feel that I am fully qualified for my work" and so on. The intrinsic consistent reliability coefficient Cronbach's α value of this construct is 0.791.

(2) Employability refers to the ability that people need to obtain initial employment, maintain employment and obtain new employment when necessary. In this part, "practical execution ability", "division of labor and cooperation ability", "individual adaptive quality", "interpersonal communication ability" and "emotional control ability" are considered respectively. This paper adopts the measurement tool proposed by Tao Xiaoxia (2007). A total of 18 questions were involved. Mainly includes "can effectively use knowledge, skills, experience to solve problems", "can be independent in the work, independently complete some work" and so on. The intrinsic consistency reliability coefficient Cronbach's α is 0.89, which indicates that it has good intrinsic consistency reliability.

(3) Achievement motivation, mainly refers to people's ability to overcome obstacles and give full play to their talents, and pursue efficient and high-quality problem solving. The measurement tool developed by Gjesme, T.&Nygard, R(1970) was used to study the variables, which involved 7 questions. The topic includes the following: "I like novel and difficult tasks. Even taking risks", "I like the work that I can do with my best efforts", etc. The intrinsic consistent reliability coefficient Cronbach's α value is 0.777.

(4) Job efficiency refers to an individual's intuition about his ability to complete related tasks or behaviors of a specific profession or his confidence or belief in achieving professional behavior goals (Guo Benyu, Jiang Feiyue, 2003). In this study, the scale designed by Anderson and Betz (2001) was used, with a total of 7 questions. The questions include the following: "I know how to find a vacant position", "I know what kind of job I should apply for", etc. The intrinsic consistent reliability coefficient Cronbach's α value of this construct is 0.815.

(5) Career commitment, which mainly explains the degree of unwillingness to change career caused by personal identification and emotional dependence on profession or specialty, investment in profession or specialty and internalization of social norms. The measuring tool developed by Blau(1989) used in this paper mainly involves four questions, which include: "I

love my career very much, I won't give it up ", "I very much hope to succeed in this career ". The intrinsic consistent reliability coefficient Cronbach's α value of this construct is 0.791.

4. Empirical Analysis and Results

4.1. Verification Factor Analysis of Measurement Model

From the statistical results of structural equation in Table 1, it is not difficult to find that the convergence validity, combination reliability and model adaptation test of the studied variables have reached the ideal judgment value, which indicates that the observed variables have a good ability to explain the variation of this potential variable. Among them, the AVE value of employability is 0.50, which exceeds the standard value of 0.5, while the combination reliability is 0.94, which is far greater than 0.7, so the convergence validity is ideal. AVE value of Personal-job fit is 0.55, and combination reliability is 0.86, which meets the ideal criteria. to some extent, it shows that the content structure of this aspect has a good convergence effect. AVE value of job efficiency is 0.51, and combination reliability is 0.88, which indicates that the content of this dimension is rich in general commonality factors and has good convergence validity. AVE value of career commitment is 0.62, combination reliability is 0.99, and AVE value of achievement motivation is 0.52. The combination reliability is 0.88, which is also much higher than the standard value, which shows that the internal structure of the research plane is consistent well. In addition, the absolute model fitness index and relative fitness index of each research variable have reached the ideal level, which can be further analyzed.

Table 1. CFA results of confirmatory factor analysis

Variable	AVE	a	GFI	AGFI	RMR	RMSEA	NFI	RFI	CFI	IFI
Employ-a	0.50	0.94	0.94	0.91	0.03	0.06	0.90	0.87	0.93	0.93
P-J fit	0.55	0.86	0.98	0.95	0.02	0.07	0.97	0.94	0.98	0.98
Job-E	0.51	0.88	0.97	0.93	0.03	0.08	0.94	0.91	0.95	0.95
Career-C	0.62	0.87	0.99	0.93	0.03	0.09	0.98	0.93	0.98	0.98
Motivation	0.52	0.88	0.96	0.93	0.03	0.08	0.91	0.87	0.93	0.93

4.2. Multiple Stratum Regression Analysis

(1) Mediating effect test

In order to study whether employees' Personal-job fit will affect their professional effectiveness through employability, this study analyzes the hypothesis test of mediating effect through employability through three groups of models, and at the same time, uses class regression analysis to carry out the test. Table 4 makes a specific hypothesis test and analysis, and the results show that Personal-job suitability has a significant relationship with job efficiency. Employability has an obvious mediating effect on Personal-job fit and job efficiency.

In Table 2, Model 1 takes the background variables such as gender, age, educational background, industry and seniority of employees as the control variables, and Personal-job suitability has a positive and significant effect on job efficiency ($\beta=0.387$, $P<0.001$), so H1 holds. The model 2 shows that the Personal-job fit has a positive effect on employability ($\beta=0.226$, $P<0.001$), and the effect is more significant. After the mediation variable is included in the model, the mediation effect of the employability ($\beta=0.217$, $P<0.001$) is significant, and the standard coefficient of the independent variable (Personal-job fit) is obviously weakened ($\beta=0.387<0.338$, $P<0.001$), which fully shows that the employee's Personal-job fit has a positive impact on it because of the evaluation of employability. The fitting values of R in the model are all ideal, Therefore, employability has a significant mediating effect between Personal-job fit and job efficiency.

Table 2. Hierarchical Regression Analysis of Mediating Effect 1

Variable	Model 1	Model 2	Model 3
	Job efficiency	Employability.	Job efficiency
Gender	-0.014	-.007	-.013
Age	0.005	.011	.002
Education	0.002	-.030	.008
Industry	-0.001	.086	-.020
Seniority	-0.006	.082	-.024
Personal-job fit	0.387***	0.226***	0.338***
Employability			0.217***
R ²	0.150***	0.068***	0.194***
adj-R ²	0.139***	0.055***	0.181***
F	78.061***	24.269***	53.295***

Note: N=455, when ***, P<0.001; **, P<0.01; *, P<0.05

Secondly, Table 3 fully shows that there is a very significant positive regression relationship between Personal-job fit and career commitment, and the degree of personal job fit can significantly affect their career commitment through employability. Specifically, Model 4 can conclude that the higher the degree of job fit, the more he abides by his career commitment. There is a positive and significant regression relationship between Personal-job fit and their professional commitment ($\beta=0.671$, $P<0.001$). 5. The model verifies that the employee's Personal-job suitability has a positive and significant effect on his employability ($\beta=0.226$, $P<0.001$). After the model includes the intermediary variable, the employability of the intermediary variable ($\beta=-0.029$, $P<0.001$) plays a significant mediating role, and the standard coefficient of the independent variable (Personal-job fit) is obviously weakened ($\beta=0.671$ < 0.678 , $P<0.001$). It fully shows that the employee's Personal-job fit has a positive impact on Career commitment because of the evaluation of employability, so H4 holds. R square coefficient meets the standard, and employability plays a significant transfer effect in the model. To sum up, employees' Personal-job fit can positively affect their job efficiency, and at the same time, employees' Personal-job fit can positively affect their career commitment through employability evaluation. Employees' Personal-job fit can positively affect their career commitment. At the same time, Employees' Personal-job fit can positively influence their career commitment through employability evaluation, so H1, H2, H3 and H4 are valid.

Table 3. Hierarchical Regression Analysis of Mediating Effect II

Variable	Model 4	Model 5	Model 6
	Career commitment	Employability.	Career commitment
Gender	-.006	-.007	-.007
Age	-0.085*	.011	-0.084*
Education	-.009	-.030	-.010
Industry.	.001	.086	.003
Seniority	-0.105**	.082	-0.102**
Personal-job fit.	0.671***	0.226***	0.678***
Employability.			-0.029***
R ²	0.462***	0.068***	0.463***
adj-R ²	0.455**	0.055***	0.455***
F	371.901***	24.269***	186.127***

Note: N=455, when ***, P<0.001; **, P<0.01; *, P<0.05

(2) Moderating effect test.

Table 4. Hierarchical Regression Analysis of Moderation

Variable	Model 7	Model 8	Model 9
	Job efficiency	Job efficiency	Job efficiency
Gender	-0.029	-0.018456	-0.021
Age	-0.018	-0.029209	-0.033
Education	0.010	-0.024359	-0.020
Industry	-0.013	-0.023289	-0.021
Seniority	-0.021	-0.026995	-0.0320
Employability.	0.294***	0.199***	0.202***
Achievement motivation		0.410***	0.409***
Achievement motivation x employability.			0.087*
R ²	0.087***	0.245***	0.252***
adj-R ²	0.075***	0.233***	0.239***
F	41.755***	71.812***	49.754***

Note: N=455, when ***, P<0.001; **, P<0.01; *, P<0.05 (C indicates the value after decentralization).

Although in the correlation analysis and intermediary effect analysis, the research has verified that Personal-job fit affects their employability, career commitment and job efficiency, this study also needs to analyze specifically whether this causal relationship will be affected and interfered by employees or organizations. This paper focuses on the analysis from the individual point of view, When employees pay more attention to one kind of elements, will it change the relationship between another kind of elements and employability?

In this paper, the demographic variables such as gender, age, educational background, industry and seniority of the interviewed employees were selected as the control variables, and the hierarchical regression method was used to analyze the data. In order to avoid the multicollinearity caused by the addition of interactive items, the independent variables and regulatory variables were treated centrally. Then calculate the interactive terms and bring them into the regression equation. The regression results are shown in Table 4, and the moderation chart is shown in Figure 2.

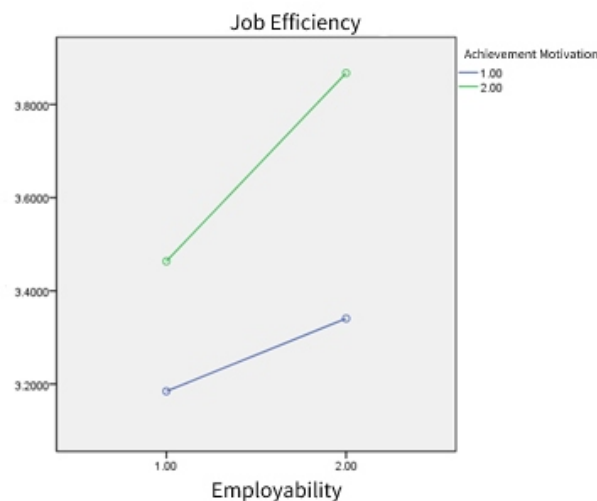


Figure 2. Achievement motivation moderating effect diagram

Model 7 shows that after decentralization, employability still has a strong positive regression relationship with job efficiency ($\beta=0.294$, $P<0.001$), and the effect is remarkable. In model 8, after adding decentralized employability ($\beta=0.199$, $P<0.001$) and achievement motivation ($\beta=0.410$, $P<0.001$), there is still a very significant positive regression relationship between employability and achievement motivation on job efficiency. In model 9, the fitting degree and F value of the model after the interaction between employability and achievement motivation are ($r = 0.252$, $p < 0.001$) and ($49.754, P<0.001$), which meet the ideal judgment standard, and the R square value is obviously improved compared with the previous model. In addition, the regression coefficient of this study also shows that employability and professional efficiency ($\beta = 0.409$, $p < 0.001$), after the interactive items are included, there is a significant regression effect between the interaction of employability and achievement motivation ($\beta=0.087, P<0.001$) and job efficiency, which indicates that there is a positive predictive effect. Therefore, in view of the results of hierarchical regression, achievement motivation does interfere with employees' employability and job efficiency respectively, so the research hypothesis 5 holds, and the moderation model hypothesis holds.

5. Conclusion

Many scholars have made research and analysis on the influencing factors of employees and college students' employability. In this study, combined with the success of previous studies, the changes in the new normal of the workplace and the intergenerational differences between the new generation of employees and the employees after 70 and 80, a new table of employability was measured, and the matching method was adopted innovatively. This paper discusses the employability from the dual perspectives of enterprises and new generation employees, and explores the relationship between the new generation employees' job efficiency, Career Commitment, achievement motivation, Personal-job fit and employability through theoretical analysis and empirical research.

On the one hand, this study introduces the "employability" model, and makes the employability variable, which is specifically divided into five aspects: practical execution ability, division of labor and cooperation ability, individual adaptive quality, interpersonal communication ability and emotional control ability, so as to understand the specific evaluation criteria and internal requirements of the company's supervisors for the employability of the new generation of employees. On the other hand, this article breaks through the limitations of previous employability research models, and discusses the new Personal-job fit of generation employees, focusing on the moderating role of achievement motivation between Personal-job fit and employability, and the mediating effects of employees' employability on professional efficiency and employability on career commitment. According to the research results, some suggestions are put forward to improve the employability of the new generation of employees, so that the new generation of employees can more easily meet the requirements of social job for employees in the current form, improve the fit between college students and enterprises, better adapt to the differentiated talent needs of different enterprises, and deliver diversified talents for different types of enterprises. This study improves the research system of the employability of new generation employees, and provides the theoretical basis for enterprise managers to improve the employability of new generation employees in the aspects of job efficiency, career commitment, achievement motivation and Personal-job fit.

First, personal job-fit has a positive impact on job efficiency and career commitment through employability. On the one hand, employability has a mediating effect between personal job fit and job efficiency, that is to say, when employees have a clearer understanding of how to make job choices and how to obtain job, it will help employees find suitable job. The higher degree of self-matching with work, the more employees can show their adaptability to work, and be able

to work more efficiently and show their abilities, thus making sure that they are competent for career-related tasks and activities. Therefore, colleges and universities should set positive examples for their students, and departments can regularly invite previous graduates back to school to do career sharing sessions. Because most of these model groups are the same major and have the same comprehensive ability as the students in school, listening to their career choices and the application of the knowledge they have learned in their work can make the students have more intuitive career considerations at multiple levels and strengthen and supplement their own shortcomings. Meanwhile, enterprises should also change their backward concept of human capital. Strengthen school-enterprise cooperation to participate in the curriculum reform in colleges and universities, send technical backbones to attend regular guidance meetings on school curriculum setting, encourage retired workers to enter colleges and universities to implement "full-time teaching", help colleges and universities set up teachers, give full play to the guiding role of industry practical experience, promote university-enterprise alliance, and realize "order-based" training. Further provide conditions for Personal-job fit, to promote the ability of the new generation of employees and students to find job that are more suitable for themselves and give full play to themselves. So as to enhance their professional efficiency and have full confidence in their own career.

On the other hand, employability has a mediating effect between personal job adaptation and career commitment. This means that when the new generation of employees have a clear understanding of their career and a clear positioning, they can stimulate their enthusiasm for work, improve the effectiveness of their work, and have higher loyalty to their enterprises or job. Therefore, it is necessary to improve the course of career planning in colleges and universities, and provide a career assessment system for students to use and choose, so that students can have a certain understanding and planning of their own career in school. Improve students' understanding of market and industry, and stimulate their enthusiasm for future work. At the same time, we should pay attention to the practicality and operability of the course content in teaching, and emphasize that students can acquire enough special knowledge, skills and successful experience needed by professional activities through practice to enhance students' professional skills, so as to facilitate the new generation of employees to quickly integrate with the society and adapt to the professional requirements of the market for employees. Through comprehensive improvement in many aspects, Further improve its employability. At the same time, in the aspect of human resources management, the enterprise needs to further update the test of employees' professional matching degree, arrange job that are compatible with their personal psychology and abilities when they join the company, communicate and coordinate with employees regularly, understand employees' plans and expectations for their own career, and properly adjust their work contents or positions. So as to improve the loyalty of employees to the enterprise work.

Secondly, through a large number of data analysis and research, it is confirmed that achievement motivation plays a moderating role between employability and job efficiency, that is, employability can directly affect job efficiency, while achievement motivation opportunities aggravate this influence.

Achievement motivation is one of its own important behavioral characteristics, and it can have a relatively great impact on the transformation of employability. When the new generation employees want to work harder and pursue higher goals than others, their transformed employability will be stronger. Therefore, enterprises need to further improve the incentive, reward and punishment system and position promotion system. Through the system encouragement method, the employees who have joined the company can be stimulated to improve their self-requirements, and the acceptance and completion of difficult work can be effectively increased. In addition, the HR of the company should be trained to further understand the psychological characteristics of the new generation of employees, so as to guide

and help this group in a targeted manner. And pay attention to the relevant training for the new generation employees at the right time, so as to enhance the employability of the new generation employees who have already joined the company.

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