

Employee Retention Intention Study Based on the Relationship Analysis of Leadership Appreciation Expression, Labour Climate, and Family Support Rate

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Abstract. The purpose of this study is to investigate the effects of leadership appreciation expression, labour climate and family support rate on employee retention intention. In the context of socio-economic development and rapid development of science and technology information, the issue of employee retention has received more and more attention from enterprises. The departure of core employees causes large losses to enterprises, especially after the epidemic, the innovation of enterprise management mode is particularly important. This paper constructs a theoretical model and analyses the relationship between the above three factors and employee retention intention through literature research and survey method. The study found that there is a significant positive correlation between leaders' expression of gratitude, labour climate and family support and employees' intention to stay in the job. This suggests that leaders' expressions of appreciation can enhance employees' organizational commitment and increase retention intentions; positive labour climate and family support can enhance employees' job satisfaction and increase the likelihood of retention. This study suggests that companies should emphasise leadership training, strengthen data governance and ethical codes, redesign employee development paths, and formulate forward-looking laws and policies. Through these measures, employees' work experience can be enhanced and loyalty to the organization can be strengthened, thus enhancing employee retention intentions and achieving long-term stable development of the enterprise. The findings of this study have important theoretical and practical implications for human resource management practice, providing organisations with strategies and recommendations to enhance employee retention intentions.

Keywords: employee retention intentions, leadership expressions of appreciation, labour climate, family support, human resource management.

1. Introduction

With the development of social and economic development and the rapid development of scientific and technological information, especially in today's competitive market environment, employee retention issues in the enterprise by more and more attention, the departure of the core main staff will cause greater losses to the enterprise. After the epidemic, the enterprise's management mode is also gradually innovative, in the final analysis, the key to enterprise competitiveness in the people. And the current staff retention shows a continuing trend of low, becoming a major challenge to the development of today's enterprises.

A review of domestic and international studies on employee retention intention reveals that employee retention intention is influenced by three factors: expression of leadership appreciation, labour climate, and family support. As opposed to the intention to leave, it means the strength of an individual's emotional tendency or willingness to continue to work voluntarily in the current organization, and is a reliable predictor of employee retention behaviour. Western scholars believe that the study of retention intention is more meaningful than the study of actual retention behaviour, they believe that: employee retention is affected by many factors, and employees who want to leave their jobs will only really leave when they have an optional job. Bruton, Price and Mill even suggest replacing actual turnover behaviour with turnover intentions in research, because actual turnover

behaviour is affected by many external factors and is therefore more difficult to predict than turnover intentions. For this reason, this paper focuses on the effects of leadership appreciation expression, labour climate, and family support on employees' intention to stay rather than on the prediction of distal exit behaviour.

In this paper, we will comb through the relevant literature on the relationship between leadership appreciation expression, labour atmosphere, family support rate and employees' intention to leave the company as a basis, and use the corresponding mathematical and statistical methods to establish a theoretical model between the variables, and at the same time, we will conduct an investigation on the influence mechanism between leadership appreciation expression, labour atmosphere, family support rate and employees' intention to stay in the job, and we hope to provide the enterprise or organization in the aspect of human resource management with as much theoretical basis as possible. From a theoretical point of view, most of the current research on employee retention intention is conducted on one factor, and the existing research on employee retention intention lacks the comprehensive analysis of multi-faceted research, while in real life, the factors affecting employee retention intention are often diverse. Based on this this thesis will use the method of empirical research to further explore the applicability of the relationship between leadership appreciation expression, labour atmosphere and family support rate and employee retention intention in China's context, thus enriching China's theoretical research in this field and providing new ideas and perspectives for its study. From a practical point of view, by exploring the relationship between leadership appreciation expression, labour atmosphere and family support rate and employee retention intention, it is conducive to helping corporate human resource management to understand the influencing factors of employee retention intention, to better grasp the psychological, emotional and material needs of the employees, and to help the employees to cultivate the identification of the organization's goals and values in the actual management to improve the employees' commitment to the organisation and to improve the employees' retention idea or willingness. Employee's idea or intention to stay in the job, to achieve long-term stable development of the enterprise.

2. Literature review

2.1. Employee Retention Intentions

Retention intention refers to the extent to which an employee is willing to continue working in the current company, while retention behaviour refers to the behaviour of the employee who in fact stays in the organization. The researcher believes that the study of retention intention enables earlier monitoring of employees' psychological trends and, when combined with employee satisfaction surveys to understand specific dissatisfaction factors, can provide a timely diagnosis of organisational management problems.

For the design of retention intention scale, most researchers mainly use three measurement tools, one is positive retention, the second is reverse intention to leave, and the third is open-ended. This paper adopts reverse turnover intention to measure it. For the measurement of the tendency to leave, foreign scholars tend to use the scale developed by Mobley (1977), which believes that the tendency of employees to leave can be measured from four perspectives, namely: the change of the perception of the organization, the emergence of the idea of leaving the job, the search for new opportunities, and the possibility of obtaining a new job. The representative one in China is the scale developed by Hong Kong scholar Fan Jingli et al. in 1998, which was revised on the basis of Mobley's scale. Li Donghua (2018) referred to the two scales to collate a more suitable scale for the domestic situation of the propensity to leave the job, with a total of six topics.

2.2. Leadership Appreciation Expression

Leadership expression of gratitude is the expression of gratitude by a leader to a giver for an event in the workplace, which may be either a natural expression of the leader's gratitude or a managerial tactic of the leader who does not feel grateful but still expresses gratitude to the giver.

Leader Appreciation Expression. The three-item scale developed by Lambert et al. was used to measure the leader's expression of appreciation, such as "When I help the leader to do things, he/she expresses gratitude to me" and "When I help the leader to share his/her worries, he/she expresses gratitude", and the reliability coefficient of this scale was 0.92. coefficient is 0.92.

2.3. Labour climate

Labour relations atmosphere is the perception of the enterprise's labour relations behaviour and practice formed by different factors in the process of interaction and contact between employees and managers and other labour relations actors, and it is an important embodiment and measurement of the quality of the enterprise's labour relations.

At present, there is no uniform conclusion on the structural dimensions of labour relations climate at home and abroad, and different scholars have proposed different dimensions and measurement scales for the dimensions and measurement of labour relations climate according to their own research objectives and contents. Based on the specific context and the development of labour relations in China, the Labour Relations Climate Scale developed by Cui Xun (2012) based on the research of Bennett, Brewster, Dastmalchian and others is combined, and the three dimensions of labour-management antagonism, employee participation and win-win situation for labour relations climate are used to measure and study the climate of labour relations. In addition, the scale was verified to have good internal consistency by domestic scholar Cui Xun (2012) in his study on the influence of labour relations climate and employee satisfaction, in which the Cronbach's a value of labour-management antagonism, employee participation and win-win situation for labour-management were 0.820, 0.755 and 0.822, respectively. The scale consists of a total of 23 questions to form the preliminary measurement scale of the present study. The scale consists of 23 questions that make up the initial measurement scale of this study, in which a 5-point Richter scale was used to evaluate each question item.

2.4. Family support rate

Organizational family support is comprehensive in its conception and encompasses the organization's development of a work-family policy and a number of related practical activities that communicate to employees the expectation that the organization is committed to helping them achieve a balance between work and family.

Organization of Sense of Family Support Scale. Based on Anderson's (2002) questionnaire and translated by scholars such as Yang Fei (2007) and Chen Jie (2008), the Sense of Organisational Family Support Measurement Scale consists of three dimensions, namely, instrumental support (5 questions), emotional support (6 questions), and control of career consequences (5 questions), with a total of 16 items. The principal component analysis was tested to be consistent with the dimensionality. Work-Family Balance Scale. This paper adopts the Work-Family Balance Scale developed by Grzywacz and Marks (2000), which was later translated and reviewed by our scholars Zeng Lianping (2003), and was tested to have good reliability and validity, and can be used for measurement in the Chinese context, with a total of 14 items.

2.5. Relationships between variables

In summary, this study identified leadership appreciation expression, labour climate, and family support as three dimensions to measure employees' intention to stay in the job.

Therefore, this study makes the following hypotheses

Table 1. Hypothesis study table

	suppose that.
H1	There is a significant positive effect of leadership appreciation expression on employee retention intention.
H2	Labour climate has a significant positive effect on employees' intention to stay in the job.
H3	Family support has a significant positive effect on employee retention intention.

3. Research design

3.1. Research framework

Based on the current state of research at home and abroad and analysing the research results of scholars at home and abroad, this study should construct a preliminary analytical framework for employee retention intention. The framework needs to focus on the factors that have a significant impact on employee retention intention. Factors affecting employees' intention to stay can be divided into three main parts, the first is the expression of leadership appreciation, which mainly includes the leadership's attention to employees' contribution to work and personal growth and development, and the degree of encouragement and motivation for employees to express their gratitude and appreciation at work; the second is the labour atmosphere, which mainly includes the degree of respect for employees, job satisfaction, etc.; and the third is the rate of family support, which mainly includes the balance between family responsibilities and career development, the family's support for work, and the balance between family responsibilities and career development, family understanding and support for work, etc. Therefore, this study analyzes the effects of leadership appreciation expression, labour climate, and family support rate on employees' intention to stay in the job, and constructs an analytical framework for employees' intention to stay in the job, as shown in Figure 1. In addition, the irrelevant/control variables in this study are: demographic factors such as gender, age, and industry.

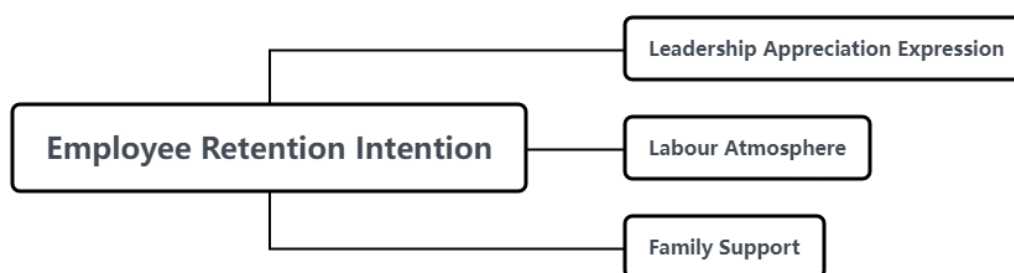


Figure 1. Research Framework for Employee Retention Intentions

3.2. Research variables

Based on the above literature review as well as research hypotheses, this study combines domestic and international theories and scholars' research results to finally form the variables and questionnaire topics. Among them, leadership appreciation expression, labour atmosphere and family support rate influencing factors are independent variables, and employee retention intention is dependent variable. This study adopts the method of questionnaire survey and collects data with the help of Seeing Numbers Internet big data platform, and tests the model and hypotheses of this study through the statistical analysis of the data. As the dimensions of the research model design are relatively abstract and cannot be measured directly, they need to be concretised first. In this study, based on the literature review, the research variables were specifically transformed and a 5-level Likert scale was used to form specific questions. The questionnaire mainly consisted of questions on demographic characteristics such as age, gender, and industry, as well as questions on the measurement of the impact of the three dimensions of leadership appreciation expression, labour climate, and family support on employees' intention to stay in the job, which were adopted. The questions measuring the impact of the three dimensions of leadership appreciation, labour climate, and family support on employees' intention to stay in their jobs consisted of five choices for each question, ranging from 1 to 5, with scores assigned from 1 to 5.

3.3. Sample Sampling

The research object of this study is the company's active employees, including different ages, genders, working years and education levels, to obtain the opinions of different groups. Therefore,

this paper draws randomly by age stratification with the help of the Seeing Numbers big data platform, and then distributes questionnaires to them through online methods. After collecting questionnaires through the online platform, this paper excludes samples that don't meet the requirements from the overall sample according to the following principles: 1) the questionnaire is too short or too long; 2) there are obvious logical contradictions or repetitive answers in the process of questionnaire filling; 3) there are obvious ineffective answers or irrelevant answers; 4) there are obvious logical contradictions or repetitive answers in the process of questionnaire filling There are obvious invalid answers or irrelevant answers; 4) There are obvious malicious filling or falsification behaviour in the process of questionnaire filling. In the end, 225 valid questionnaires remained after screening, and the overall validity rate of the questionnaire was 100%.

Overall, the demographic characteristics of the survey respondents indicate that they cover a wide range. Of these, 45.8 per cent were male and 54.2 per cent were female. In terms of the age distribution of the respondents, the largest proportion of respondents were aged 31-40, with smaller proportions of respondents aged 18-25 and 51-60. In terms of the industry distribution of the respondents, the manufacturing industry accounted for the largest proportion of 19.6%. This is followed by healthcare/social security at 7.1%, and then construction, culture and entertainment, government institutions, internet, computer/software, wholesale and retail, accommodation and catering, scientific research, education/training, water and environmental utilities management, rental/leasing, professional services (e.g. legal/consulting services), electricity and gas, agriculture, forestry, animal husbandry, fisheries, mining, and international organisations in descending order, Logistics and Transport.

4. Statistical analysis of factors affecting employees' intention to leave based on SPSS

4.1. Reliability and validity tests

4.1.1. Reliability test

Reliability is the consistency and reliability of the results of validated data. In data analysis, internal consistency is often used to indicate the reliability of the test data, and the Cronbach's alpha coefficient is commonly used in statistics to assess the reliability of a scale. In this study, SPSS was used to analyse the reliability of each variable separately and the results are shown in Table 2.

Table 2. Reliability analysis table for total variables

Cronbach Alpha	item count (of a consignment etc)
.852	32

The overall reliability coefficient of the scale is 0.852, which indicates that the questionnaire is relatively reliable and the data is trustworthy and suitable for the next step of analysis.

4.1.2. Validity tests

Validity refers to the validity of the data and is usually used to refer to the extent to which a measurement tool such as a questionnaire can accurately measure the thing being measured. The validity test was conducted using factor analysis, which requires Bartlett's ball test and KMO test before using factor analysis. In this study, KMO and Bartlett's test were performed on the scale using SPSS respectively and the results are shown in Table 3. The KMO value of the scale is 0.984 close to 1, while the Bartlett's test is 7891.832, with a degree of freedom of 465 and a significance level of <.001, which indicates that the correlation between the variables is strong, and that the data can be processed through the method of factor analysis.

Table 3. KMO and Bartlett's test

KMO and Bartlett's test		
KMO Quantity of Sample Suitability		.984
Bartlett's test of sphericity	approximate chi-square (math.)	7891.832
	(number of) degrees of freedom (physics)	465
	significance	<.001

Factor analysis was used to process the data for each topic of the questionnaire, and the factor loading values of the rotated variables for each topic are shown in Table 4, and the extracted factor loading values of the principal component factors for all measurement items are greater than 0.6, indicating that the scale has good validity.

Table 4. Principal Component Factor Extraction Loadings

variable name	title	loading factor
Leadership expression of gratitude	A1	0.774
	A2	0.754
	A3	0.782
	A4	0.796
	A5	0.792
Labour atmosphere	B1	0.753
	B2	0.835
	B3	0.780
	B4	0.783
	B5	0.796
Family support rate	C1	0.729
	C2	0.769
	C3	0.768
	C4	0.776
	C5	0.785
	C6	0.768

4.2. Regression analysis

Based on the correlation analyses in the previous section, this study conducted multiple linear regression analyses to explore the relationship between the variables. The results of the analysis are shown in Table 5 below.

Table 5 Model summary of variables and employee retention intentions

modelling	R	R-square	Adjustment of R-square	Errors in standardised estimates
1	0.803 ^a	0.646	0.639	0.255949

a. Dependent variable: employee retention intention

b. Dependent variable: (constant) expression of leadership appreciation, labour climate, family support rate

Table 6. Regression coefficients of each variable with employee retention intention

modelling		Unstandardised coefficient		Standardised coefficient	t	significance
		B	standard error	Beta		
1	(Constant)	1.859	0.112		16.620	<.001
	Leadership expression of gratitude	0.044	0.042	0.134	1.053	0.293
	Labour atmosphere	0.134	0.048	0.404	2.794	0.0066
	Family support rate	0.086	0.037	0.262	2.312	0.022
a. Dependent Variable: Employee Retention Intention						

From Table 5. as well as Table 6, the model has an R-squared coefficient of 0.646 and an adjusted R-squared coefficient of 0.639, which is a satisfactory fit.

Table 6. presents the results after the data were processed through multiple linear regression. The regressivity coefficients of leadership appreciation expression, labour atmosphere, and family support are all positive, and all pass the significance test at the 95% confidence interval level, indicating that leadership appreciation expression, labour atmosphere, and family support have a positive effect on employees' intention to stay in the job.

5. Discussion and recommendations

Firstly, this study reveals a significant positive correlation between leaders' expressions of gratitude and employees' intention to stay in the organisation, a finding that is consistent with the expectations of social exchange theory. Social exchange theory suggests that interactions between employees and organisations are based on the principle of reciprocity, and that leaders' expressions of gratitude are viewed as a kind of social exchange currency that stimulates employees' intrinsic motivation and enhances their commitment to the organisation. When employees feel sincere appreciation from their leaders, they are more inclined to reciprocate with higher work commitment and loyalty, and the establishment of this psychological contract helps to reduce their intention to leave. Therefore, leaders should be aware of the importance of gratitude expression and use it as an effective means of motivating employees and increasing job satisfaction and retention intentions.

Second, the components of labour climate, including fair treatment, supportive collegiality and opportunities for personal growth, are significantly and positively related to employees' intention to stay. A good labour climate promotes employees' sense of belonging and job satisfaction, which reduces the likelihood of leaving the job. This result suggests that managers should pay attention to creating a positive and healthy work environment where employees' work experience can be effectively enhanced and their loyalty to the organization strengthened through fair allocation of resources, establishment of positive colleague interactions, and provision of career development opportunities.

Finally, the positive correlation between family support rate and employees' intention to stay in the job reveals the important role of family support in career development. Family support not only provides employees with emotional comfort, but may also provide necessary resources and assistance in the actual workplace, such as the family's understanding and support for overtime work, or the ability to help in emergencies. This kind of support helps to alleviate work stress and enhances the employee's resilience and satisfaction with the work environment. In addition, family support may also reduce turnover intentions by enhancing employees' social capital and increasing their embeddedness in the organization. Therefore, organisations should consider the positive impact of family support on employees' intention to stay in the organization when formulating human resource policies to enhance employees' loyalty to the organization through the provision of family-friendly policies and work-life balance practices.

6. Conclusion

The findings of this study highlight the significant impact of leadership appreciation expression, labour climate and family supportiveness on employee retention intention. Organisations should pay attention to the management and optimization of these factors, and by establishing a positive leadership style, creating a favorable work climate, providing flexible work arrangements and implementing family-friendly policies, they can effectively improve employee retention intentions and promote organizational stability and development. Future research can further explore how these factors interact and the mechanisms of action in different cultural and organizational contexts to provide more in-depth insights into HRM.

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