

The Mediating Role of Employee Emotional Commitment to Leadership in the Effect of Inclusive Leadership on the Turnover Intention of New Generation Employees

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Abstract

With the integration of the global economy, the employment choices of the new generation of employees are getting wider and wider, and the high enterprise cost brought by the high employee turnover rate has now become a Damocles problem that hangs over the heads of many enterprises. Based on the theory of social information processing, this paper focuses on the new generation of employees, and uses the employee's emotional commitment to leadership as a mediating variable to construct a research model of inclusive leadership, employees' emotional commitment to leadership and the new generation of employees' turnover intention. This model highlights the value of inclusive leadership in addressing the turnover problem of the new generation of employees, and provides a comprehensive theoretical perspective for understanding the specific mechanism of the impact of inclusive leadership on the turnover intention of the new generation of employees. Finally, the model provides suggestions and inspirations for enterprise managers and looks forward to future research directions.

Keywords

Inclusive Leadership; New Generation Employees; Turnover Intention; Emotional Commitment to Leadership.

1. Introduction

With the diversification of the economic structure and the various levels of the economic structure, many emerging industries have been established, which has brought massive employment opportunities. With the rapid development of information technology, the cost of resignation and reemployment has been greatly reduced, and the flow rate of human resources in enterprises has been increasing. In addition, the new crown epidemic has caused a great impact on the global economy. Most companies are facing difficulties such as difficult recruitment, market downturn, and increased costs. Therefore, they have to respond to market turmoil by laying off employees, reducing wages, and operating shutdowns. The downward pressure on the economy continues to bring The sluggish market and bad business environment have aggravated the occurrence of employee turnover [1]. With the development of the times, in the iterative process of enterprise employees, the new generation of employees with higher education level and stronger independent thinking are gradually replacing old employees to become the main force in the talent market. Different from old employees with higher loyalty, they have a higher degree of freedom. The new generation of employees has a weak sense of belonging to the enterprise organization due to different educational and living environments, thus showing low loyalty and high turnover rate [2, 3]. However, excessive employee turnover within an enterprise will not only cause direct cost losses such as recruitment costs and training costs, but also lead to indirect cost losses such as customer loss

and insufficient backup. In the face of economic downturn, enterprises should increase revenue and reduce expenditure, and improve the new generation of employees' organizational psychology sense of belonging and reduce the cost loss caused by employee turnover.

At present, the research on the factors of employee turnover mainly focuses on the individual level [4], the organizational level [5], and the internal and external network of the enterprise [6]. In addition, the leadership behavior of managing diversity is also closely related to the turnover intention of employees [7]. Existing research shows that the traditional authoritative management model has been difficult to apply to the management methods of the new generation of employees. It not only restricts the divergence of the thinking of the new generation of employees, but also hinders further in-depth communication between employees and leaders, resulting in alienation between superiors and subordinates [8]. Yun Zhang et al. believe that the new generation of employees with stronger autonomous thoughts are more disgusted with authoritative leadership, and they prefer the mutual respect and friend leadership compared with the paternalistic authoritative leadership [9]. A good leadership style can effectively enhance nostalgia, corporate culture recognition, improve work atmosphere, improve work efficiency, thereby improving employees' mental state and corporate recognition, and reducing employees' turnover intention. Facing the ever-changing China since the reform and opening up, different from the traditional values of pursuing stability and loyalty, the values of the new generation of employees are more inclined to recognize freedom and pursue equality. The characteristics and behaviors such as speaking out, cooperating and cooperating have a good guiding effect [10]. However, the existing literature on the influence mechanism of inclusive leadership on the turnover intention of new generation employees is still in its infancy. Therefore, this study focuses on the influence of inclusive leadership on the turnover intention of new generation employees, and also explores the mediating role of employees' emotional commitment to leadership between the two. This greatly enriches the impact of leadership behavior on employee turnover intention, helps to understand the inhibitory effect of inclusive leadership on negative organization-employee relations, comprehensively understands the impact of inclusive leadership on organization-employee relations, and has implications for enterprise human resource management. It has important theoretical and practical significance, and provides a useful reference for organizations to reduce the turnover rate.

According to social information processing theory, contextual cues determine individual responses and attitudes [11]. Leaders are important specific clues for employees in the decoding stage. Leaders have varying degrees of influence on tasks, rewards, punishments, and promotions obtained by employees [12]. Therefore, employees often regard leaders as authoritative figures in the organization. Empirical studies have found that a variety of positive leadership styles can effectively improve employees' organizational commitment [13] and reduce their turnover intentions [14]. Different from other types of leadership, inclusive leadership can express emotional information such as leadership-level inclusiveness to employees from top to bottom, thereby effectively motivating and influencing employees' attitudes and behaviors. This leadership style has the characteristics of openness, equality and tolerance, which can create favorable conditions for employees' identification and internalization mechanism, and may have an impact on the turnover intention of the new generation of employees. Inclusive leadership affects the social function of new-generation employees' willingness to leave, that is, the social process in which new-generation employees make judgments on the relationship between the two parties by integrating and refining the information behind the leadership's inclusiveness. In conclusion, based on social information processing theory, this study explores how inclusive leadership affects the turnover intention of the new generation of employees based on their emotional commitment to leadership.

2. Theoretical Overview

The concept of inclusive leadership was first proposed by Nembhard and Edmondson in 2006. It is defined as the speech act of leaders encouraging and praising members' contributions. It is believed that inclusiveness aims to incorporate member inclusion into the subjectivity of management and decision-making at the leadership level. Willingness, otherwise, the management decision-making process has only a one-sided view at the management level; in addition, different from authoritative leadership composed of differences in status, inclusive leadership focuses more on encouraging and inviting members to actively participate in management decision-making behavior, which can help team members Build the belief that "their voices can really be valued" [15]. In 2010, Carmeli et al. supplemented the original concept of inclusive leadership. As a specific form of relational leadership, they defined inclusive leadership as the process of communication between leaders and employees, which has the characteristics of freedom, openness, freedom and openness. Leader behaviors such as approachability and practicality [10]. Subsequently, Hollander highly condensed the essence of inclusive leadership, summed it up as "doing things with others, not with others", that is, the positive two-way interaction between leaders and employees in the work process depends on the attitudes of respect, equality, and cooperation between both parties. Cognition [16].

Times have changed and employees of enterprises have iterated. The new generation of employees has gradually replaced the old employees and has gradually become the most active group in the labor market. At present, there is no specific age classification for the "new generation". Working population born in 1980 or after 1990. Reform and opening up and economic globalization have brought a broader perspective to the new generation of highly educated groups. Compared with the older generation of employees, the new generation of employees with stronger self-awareness and pursuit of equality and open personality in different social backgrounds are more self-expression Stronger capabilities, lower organizational loyalty, and personal will dominate [17]. As the new blood of the company, the new generation of employees show abundant vitality and passion for work, but due to different social backgrounds, they also show a low psychological affiliation that is different from the previous employees, and there is a problem of frequent job-hopping, which is called "jumping family" , "Fish from the family" and so on [2]. On the surface, it seems that the new generation of employees who want to leave seems to have problems with their work attitudes. In fact, they are affected by the era and social environment such as China's one-child policy, the expansion of college enrollment, and the popularization of the Internet. The era has given them new characteristics and management. The level of leadership style directly affects the speech behavior and work attitude of the manager. The new generation of employees is more sensitive to management style. When they perceive inclusive leadership, employees pay more attention to their emotional commitment to the leadership, thereby reducing their turnover tendency.

Employee's emotional commitment to leadership reflects the level of employee's emotional understanding, recognition, and support for leadership; it, together with normative commitment and continual commitment, constitutes the employee's commitment to leadership [18]. Compared with normative commitment and continual commitment, emotional commitment not only plays a central role, but also reflects employees' emotional recognition and acceptance of leadership. It is a spontaneous and introverted response [19] (Such as organizational citizenship behavior, etc.) have a stronger predictive effect [20]. Therefore, this study chose affective commitment as a core process of theory construction.

3. Model Construction

This research model explores how perceived inclusive leadership affects employees' emotional commitment to leadership from the perspective of individual new-generation employees, which in turn affects their turnover intentions. The specific model is as follows.

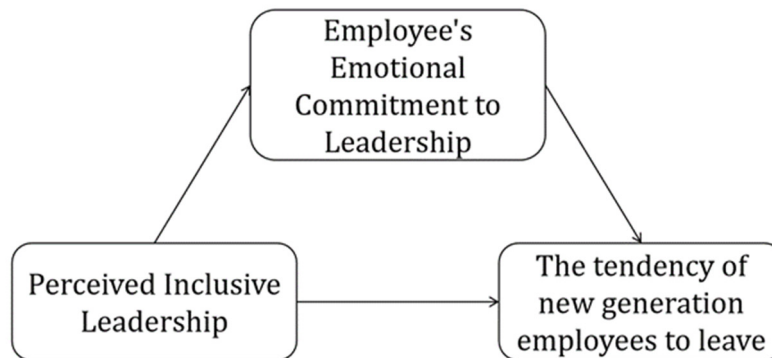


Figure 1. Study model diagram

4. Research Hypothesis

4.1. Inclusive Leadership and the Turnover Tendency of New Generation Employees

The turnover intention mostly refers to the fact that the existing working conditions cannot meet the requirements of employees, so the subjective willingness will change in the coming future, so that there is a plan or idea to leave the organization, and turnover intention can generally be used as one of the main predictors of actual turnover behavior [21]. According to the personality characteristics of the new generation of employees, the style of inclusive leadership is free, open, approachable and practical, which can effectively reduce the turnover tendency of the new generation of employees. First of all, leadership behavior can effectively promote employees' motivation and promote the psychological belonging of enterprises. When managers feel encouraged by managers or strongly recognized by managers, emotional commitment makes employees more willing to stay in the organization [22]. After leaders demonstrate open-minded behavior, leaders can help employees establish "their voice can really be a true voice" by communicating with employees equally and effectively, adopting employees' constructive views, discussing the strategy and purpose of developing work plans, and seeking solutions to problems encountered. The belief of "being valued" [15], in order to promote employees to have a stronger sense of belonging to the enterprise. Secondly, employees' participation in management, leading employees' good two-way exchange behaviors, providing support information, and giving help to employees and other supportive behaviors have greater benefits in enhancing employees' trust in the company and leaders, psychological belonging and organizational recognition [23], thereby effectively enhancing the employee's sense of belonging to the organization. When inclusive leadership is free, open and approachable to employees, the leader will signal that he is very competent, can provide advice and information to subordinates, and pay attention to the needs of subordinates, which can effectively improve employee skills, autonomy and understanding The perception of their own responsibility [16], therefore, the new generation of employees will greatly increase their trust in the company and their leaders, psychological belonging and organizational recognition, and ultimately reduce the willingness of the new generation to leave.

At the same time, individuals will have rich diversity due to factors such as concepts, work styles, and personalities. As a specific form of relational leadership, inclusive leadership can

accommodate and accept different types of individuals, and can establish high-quality and good interactive relationships with them [24], the establishment of such a relationship is conducive to the establishment and regulation of an atmosphere of freedom, justice, equality and tolerance, thereby promoting mutual benefit among employees, enhancing employees' psychological sense of belonging, and reducing employees' turnover tendency [7]. In addition, empirical evidence shows that inclusive leaders' words and deeds of inviting and appreciating the contributions of others, while focusing on fairness and participation [25], and valuing high-quality leadership-membership relationships [26] and other behaviors and attitudes, are significantly correlated with employee turnover intention. highly positive correlation. Therefore, Hypothesis 1 is proposed.

Hypothesis 1: Inclusive leadership has a significant negative correlation with the turnover intention of new generation employees

4.2. Inclusive Leadership and Employee Emotional Commitment to Leadership

The so-called emotional commitment refers to the behavior of voluntarily continuing to work in the organization because employees gain a sense of belonging and dependence from the organization [27]. Based on theory, inclusive leadership has a certain degree of positive impact on building organizational behaviors such as organizational citizenship behavior and improving employee work attitudes such as emotional commitment [28].

As one of the bottom-level demands of human beings, the sense of belonging is reflected in the pursuit of stability and the establishment of good interpersonal relationships such as equality and harmony. Therefore, some scholars regard tolerance as a sense of belonging; this study is different from the above viewpoints, and believes that a sense of belonging is different from inclusiveness. The sense of belonging is biased towards the individual's psychological orientation to the individual's id. At work, employees adjust their own positioning by perceiving the attitude of the company, and determine the roles they and other individuals play in the organization through self-positioning and psychological expectations. When employees feel that they are recognized, valued and praised by the organizational collective, they will position themselves as part of the organizational collective, and thus have a strong belonging to the organizational collective. The characteristic of inclusive leadership is approachable, which can effectively build a good communication channel between employees and leaders. Employees have certain power and space for expression in the collective organization. Employees not only avoid the common exclusion and suppression of authoritative leaders, but also gain leadership. Negative emotions such as recognition and appreciation, frustration, and self-abandonment are difficult to breed, while positive emotions such as self-confidence and enthusiasm will be fully stimulated.

The individual's value is dependent on and even controlled by others, rather than the individual's own feeling, which is called a sense of dependence. The dependence of employees on leadership can be subdivided into two categories from the level of consciousness and behavior, corresponding to cognitive dependence and motivational dependence. The former is aimed at the process of thinking and sorting out, and leaders are expected to give high-level guidance and communication; the latter refers to employees' Active work seeks original motivation. According to psychoanalytic theory, employees' dependence on leadership is rooted in the sense of security that human beings have since childhood, and children's sense of security comes from their own cognition of parents' omniscience and omnipotence. A mature adult does not reduce these needs over time, and these needs are lurking in the individual subconscious. Therefore, in the process of work, a specific leadership style will pull it from the subconscious to the reality [29]. The leadership with emotional input and high management level can effectively influence the subordinate employees and make them highly recognized by the leadership and the organization. As a result, a strong sense of dependence is generated.

Compared with different leadership styles such as transformational leadership and charismatic leadership [30], inclusive leadership has a better relationship between superiors and subordinates, so employees have a sense of admiration and dependence on leadership and the organization [31]. The approachable, fair and respectful management style unique to inclusive leadership provides guidance and care to employees in both work and life. From an emotional level, employees truly experience the considerate help from their superiors, thus resonating emotionally with leaders. , with a great probability to increase the motivational dependence in the sense of dependence. Based on the above analysis, this study proposes the following hypotheses:

Hypothesis 2: Inclusive leadership significantly and positively affects employees' emotional commitment to leadership

4.3. Employee's Emotional Commitment to Leadership and the Turnover Tendency of New Generation Employees

The relationship between emotional commitment and employee turnover intention has been supported by numerous studies. For example, Cohen's meta-analysis [32], Jaros et al.'s empirical research [33], Tett et al.'s empirical research [34], all show that employees' emotional commitment can reduce turnover intention. Chinese scholar Qingxiong Weng [35] concluded that organizational commitment is an important predictor of turnover intention through research on corporate employees, and the most significant one is the negative impact of emotional commitment on turnover intention. In organizations, employees with high emotional commitment to leaders tend to have higher recognition and loyalty to leaders, and this loyalty and the tendency to stay with leaders are important criteria for defining emotional commitment [33]. In addition, employees with high emotional commitment are often willing to make continuous efforts to deepen the leader-member relationship, thereby reducing the motivation and possibility of leaving [36]. As an individual variable, the diverse values of the new generation of employees have a greater impact on emotional commitment. When the emotional commitment of employees is improved, the turnover intention will also decrease. Therefore, Hypothesis 3 is proposed.

Hypothesis 3: Employees' emotional commitment to leadership can reduce the turnover intention of new generation employees, and the higher employees' emotional commitment to leadership, the more inhibited turnover intention

4.4. The Mediating Role of Employees' Emotional Commitment to Leadership

Emotional commitment is an important indicator for predicting employee attitudes and behaviors. For the new generation of employees, an ideal working environment is an important way to obtain emotional commitment [37]. The new generation of employees usually dislike the superiority shown by the leader. If the distance between the leader and the employee in the organization is farther and the estrangement is deeper, the emotional commitment of the employee to the leader will also be lower, which will reduce work performance and eventually lead to turnover. In a work environment with a strong inclusive atmosphere created by inclusive leadership, employees have no sense of distance from their leaders. Based on the principle of reciprocity, employees will develop a sense of obligation to care about organizational goals and help the organization achieve goals [38]. When employees are treated favorably , will give back the same behavior, in which employees with high emotional commitment will not have the idea of leaving because they are driven by the individual's motivation to pursue success and have a strong willingness to repay the organization. In China's humane society, inclusive leaders respect and understand employees, build a supportive work environment of tolerance, empowerment and cooperation, and help employees build emotional commitment to their leaders. When employees truly feel the leadership's tolerance, care, and

attention in the organization, employees' emotional commitment will be significantly improved, and at the same time, they will have a stronger sense of indebtedness [39], thereby reducing their turnover intention.

Combined with the above discussion, this study believes that inclusive leadership reduces the turnover intention of the new generation of employees by enhancing employees' emotional commitment to leadership. Specifically, social information processing theory believes that social information provided by the surrounding environment (such as leader behavior, etc.) will affect individual attitudes and behaviors, and employees will construct and interpret the information released by leaders through language or behavior [11]. The new generation of employees expect better development opportunities and are eager to be cared, recognized and valued. The characteristics of openness, equality, and inclusiveness exhibited by inclusive leadership are not only the leader's recognition of the contributions and contributions of the new generation of employees, but also that the leader is warm and caring for others; The positive expectations of the new generation of employees for the relationship between the two parties. According to the theory of social information processing, the information transmitted by inclusive leadership will, on the one hand, change the new generation of employees' views on leadership and form a positive evaluation of the leader; The emotional commitment of leadership. The higher the emotional commitment of the new generation of employees to the leader, the higher the recognition and loyalty of the employees to the leader, the more willing they are to make continuous efforts for the development of the leader-member relationship, and ultimately the lower the turnover intention. From the perspective of an agent, a leader is the personification and representative of the organization, and a lower willingness of employees to leave the leader means a lower tendency for employees to leave the organization. This makes the assumption that:

Hypothesis 4: Employees' emotional commitment to leadership plays a mediating role between inclusive leadership and the turnover intention of new generation employees, that is, inclusive leadership will reduce employees' turnover intention by strengthening their emotional commitment to leadership

5. Conclusion and Discussion

Based on the theory of social information processing, this paper focuses on the new generation of employees, conducts an integrated analysis of the three elements of inclusive leadership, employees' emotional commitment to leadership and the new generation of employees' turnover intention, and draws out the possible influence of inclusive leadership and the new generation of employees' turnover intention relationship, and put forward corresponding hypotheses in combination with related theories.

Implications and Recommendations: First, this paper discusses the impact of inclusive leadership on the turnover intention of the new generation of employees. Existing literature mostly studies the relationship between inclusive leadership and performance [40], employee proactive behavior [41], and employee innovation behavior [42], and seldom examines the relationship between inclusive leadership and employee negative behavior, this paper provides more research directions for outcome variables of inclusive leadership. At the same time, this paper explores the mediating role of employees' emotional commitment to leadership. In the field of organizational behavior, most researches on the outcome variables of employees' emotional commitment to leadership focus on organizational citizenship behavior [37], employee innovation behavior [43], etc., ignoring their relationship with employees' negative behavior, such as turnover intention. This paper Enriched the research on outcome variables of employees' emotional commitment to leadership.

Secondly, for enterprises, it is important to cultivate inclusive leadership and build an inclusive culture of the enterprise. Provide relevant training to business managers to raise awareness of inclusive leadership. With the continuous increase of the new generation of employees in the enterprise, managers should: understand the professional characteristics of the new generation of employees; communicate more effectively with employees and pay attention to their needs; improve the talent incentive mechanism and provide employees with opportunities to show their talents; timely Effectively help employees solve problems and difficulties at work; maintain a good relationship with employees and show affinity; call on employees to maintain an open and inclusive working state; encourage employees to express their opinions, etc. Infiltrate the concept of inclusiveness into all aspects of enterprise operations to form an inclusive organizational atmosphere, thereby enhancing employees' sense of identity and belonging to the enterprise and reducing their turnover tendency.

Finally, based on the theory of social information processing, this study finds that inclusive leadership can not only help the new generation of employees realize their value in the organization, but also enhance employees' emotional commitment to leadership and reduce their turnover intention. Therefore, organizations should pay attention to the emotional commitment of the new generation of employees to leaders, establish a diversified incentive system that conforms to the characteristics of the new generation of employees, and improve the emotional commitment of the new generation of employees from multiple dimensions such as positive feedback and rewards [44], thereby reducing their turnover tendency.

Research limitations and prospects: First, this paper only puts forward research hypotheses and establishes a theoretical model of inclusive leadership and the turnover intention of new generation employees. No empirical research has been conducted, and the results are not comprehensive and convincing. Empirical research can be conducted in the future. , to draw relevant and credible conclusions. Second, this paper discusses the relationship between employee turnover intention and turnover intention from the perspective of individual employees of the new generation. There may be a singularity. Future research can take into account the influencing factors at the organizational level, and conduct cross-level research on employee turnover intention, from individual and team perspectives. To clarify the impact mechanism of the new generation employees' turnover intention at the level. Third, this paper only discusses the relationship between inclusive leadership and the turnover intention of the new generation of employees, and does not integrate other possible leadership styles. Future research can examine the different leadership styles of managers and include other leadership styles into the study. model, so as to more systematically analyze the relationship between leadership style and the turnover intention of the new generation of employees in the Chinese context. Fourth, the constructs of this paper are almost all imported from the West, and future research can discuss the connotation and specific expression of the concept of inclusive leadership in the Chinese cultural system in depth based on the Chinese cultural context. Future research can focus on the Eastern management context [45], explore the concept of localized inclusive leadership, and conduct corresponding theoretical construction.

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