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雇主品牌对员工留任 的影响机制研究

Study On The Mechanism Effect Of Employer
Brand On Employee Retention



钟鑫 著



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摘要

随着我国全面深化改革的逐步深入,企业面临的竞争环境更加复杂且不确定性增强,竞争态势日趋激烈,这就要求组织结构更具灵活性和柔性化,导致雇佣关系(Employment Relationship)的稳定性受到极大的挑战,使员工面临无边界(或易变性)的职业生涯背景,频繁跳槽成为当代职场青年的一个典型特征,这成为企业面临的重要问题。根据需求理论(The Perspective of Needs Satisfaction Theory)可知,未满足的需求才是引发员工行为的动机,而自主需求(Autonomy Need)、胜任需求(Competence Need)、关系需求(Relationship Need)是与生俱来的,员工会主动追求能满足员工自主、胜任、关系需求的组织环境。因此,如何创造满足员工基本心理需求(Basic Psychological Needs)的环境,促进员工留任(Employee Retention),成为许多企业面临的难题。

创建独特的雇主品牌(Employer Brand)来满足员工基本心理需求是解决员工留任问题的关键。雇主品牌是促进员工留任的重要因素,能否满足员工的基本心理需求是员工选择服务组织的首要标准。雇主品牌如何促进员工留任及其发生作用的边界条件是本研究需要探讨的主题。

为了深入探索上述实践问题,本研究将上述问题进一步转化为研究雇主品牌、基本心理需求与员工留任之间的关系。本研究以自我决定理论(Self-determination Theory)、心理契约理论(Psychological Contract Theory)、社会交换理论(Social Exchange Theory)为基础,构建模型,试图回答以下问题:①雇主品牌是否会显著地促进员工留任?②基本心理需求在雇主品牌与员工留任之间是否起中介作用?③进一步解释,在什么条件下,雇主品牌会促进员工留任,破坏性领导(Destructive Leadership)与工作—家庭支持(Work-family Support)的调节作用是否冲突?

本研究综合采用文献分析法、深度访谈法和问卷调查法进行理论研究和实证检验。本研究通过文献分析法系统地梳理理论基础,对雇主品牌、基本心理需求、员工留任、破坏性领导、工作—家庭支持已有的研究成果进行综述,为变量之间的可能联系寻找理论支撑;运用深度访谈法访谈不同工作年限的员工,深入了解员工对雇主品牌、基本心理需求的自我感知,考虑影响员工留任

的主要因素,从实践角度检验变量之间的中介效应,挖掘调节变量;在文献分析和深度访谈的基础上,对雇主品牌、基本心理需求、员工留任、破坏性领导、工作—家庭支持的内涵进行归纳分析,总结变量的维度,分析变量之间的关系,提出本研究的理论模型并对变量之间的关系进行假设推演;通过问卷调查法大规模发放问卷,共收集有效问卷 500 份,采用逐步回归分析方法,对问卷信度、效度进行检验,应用 SPSS21.0 和 LISREL8.7 软件,检验变量之间的主效应、中介效应和调节效应。

本研究依托自我决定理论,提出雇主品牌对员工留任的影响机制模型,比较深入地阐述了两者之间的关系及其作用机制与边界条件。研究发现,在无边界职业生涯(Boundaryless Career)时代,雇主品牌是影响员工留任的重要影响因素(“是否有作用”)。本研究初步阐述了雇主品牌对员工留任的内部作用机制(“怎样起作用”),进而揭示出员工做出不同选择的情境变量(“何时起作用”)。这些结论一定程度上丰富了雇主品牌与员工留任的研究内容,有助于后续相关研究的开展。

具体来说,我们通过理论研究和实证研究之后,得出的研究结论有:①雇主品牌是员工留任的重要前因变量。我们从主效应分析,发现雇主品牌对员工留任具有正向预测作用。进一步分维度研究发现,雇主品牌和组织忠诚(Organizational Loyalty)正相关,与离职倾向(Turnover Intention)和工作倦怠(Job Burnout)负相关。②雇主品牌是基本心理需求的重要前因变量,雇主品牌分别对员工的自主需求、胜任需求和关系需求具有显著的正向预测作用。③基本心理需求在雇主品牌与员工留任之间起中介作用,中介效应占总效应的比例为 21.7%。④基本心理需求是员工留任的重要前因变量。从回归结果来看,基本心理需求显著影响员工留任,进一步分维度研究发现,胜任需求、关系需求和工作倦怠、离职倾向、组织忠诚显著相关,自主需求与组织忠诚不相关,与工作倦怠、离职倾向显著相关,整体而言,基本心理需求对员工留任具有显著的正向预测作用。⑤本研究是在前述基本心理需求的中介效应成立的前提下,验证破坏性领导在基本心理需求影响员工留任关系中的调节作用,验证工作—家庭支持在基本心理需求和员工留任之间的调节作用。

因此,本研究的意义在于,理论上:①在研究对象上,选择人力资源管理本体——员工作为研究对象,拓宽了雇主品牌的研究领域,延伸了雇主品牌的理论视角;②在研究方法上,将社会学、心理学、市场营销学等学科知识和方法应用于人力资源管理问题,以全新的视角从人力资源管理本体——员工层面研究雇主品牌;③在研究内容上,构建理论模型,从员工基本心理需求出发,找出雇主品牌对员工留任的影响机制和作用路径,打开了二者之间联系的“黑箱”。实践上:①缓解了无边界职业生涯背景下企业员工流动率不断增大的压力;②为企业领导风格以及企业员工管理模式的转型升级提供了决策依

据；③验证了工作—家庭支持对企业员工留任的重要影响；④比较科学、全面地掌握了企业员工的基本心理需求的现状。企业可通过对企业员工自主需求、胜任需求以及关系需求的调查和分析，更好地了解 and 掌握企业员工的基本心理需求，从而为留住企业优秀员工提供依据。

本研究的创新之处体现在以下几个方面：

(1) 构建了雇主品牌对员工留任的影响机理模型，为研究员工留任提供了全新的视角。在以往国内外研究者对员工留任的研究中，学者们主要从组织的角度出发，将重点放在了组织为争取员工留任的各种努力上，而忽视了实际做出留任行为的主体——员工。事实上，员工作为自我决定的主体，在主观评价组织为争取其留任所付出的努力后，综合考虑自己的基本心理需求是否得到满足，才最终做出留任的选择（Carver, Scheier, 1999）。可见，员工对基本心理需求满足的主观感知才是影响其留任行为的核心，基于组织层面的雇主努力仅仅是一个环境刺激。本研究基于自我决定理论，从员工对基本心理需求满足的主观感知视角出发，探索并验证了雇主品牌与员工留任之间的关系，进一步丰富了员工留任的相关研究。

(2) 从自我决定理论出发，引入基本心理需求作为中介变量，打开雇主品牌与员工留任作用机制的“黑箱”。现有文献研究主要将视角聚焦在雇主品牌对员工留任的因果关系上，对于雇主品牌如何影响员工留任的中介机制的研究依然匮乏，雇主品牌以怎样的路径影响员工留任仍然是“黑箱”状态。本研究借鉴人力资源管理 and 心理学的相关理论、雇主品牌与营销学中顾客重复购买的研究成果，实证检验了企业员工基本心理需求在雇主品牌对员工留任影响机制中的中介作用，借此对雇主品牌建设以及企业管理实践提供建设性参考意见。本研究结合员工自身多样化的心理需求、高自主性、高风险偏好和创新性的特点，引入自我决定理论，以自主需求、胜任需求和关系需求基本心理三个需求分维度作为中介变量，研究雇主品牌对员工留任的影响机制，找到了打开雇主品牌与员工留任作用机制“黑箱”的一把钥匙，为后续研究提供了参考与借鉴。

(3) “阴阳式”地验证了破坏性领导风格和工作—家庭支持的调节作用。本研究开拓性地分别选取了领导风格的阴暗面代表——破坏性领导风格以及正向积极的工作—家庭支持作为两个调节变量，形成“阴阳式”的研究视角，共同调节整个模型。一方面，早期关于领导风格的研究主要集中在积极面的领导风格上，较少研究选取阴暗面的领导风格。本研究探究破坏性领导风格是否调节了雇主品牌对企业员工基本心理需求满足的影响作用，采用逆向思维的方式，反向地从实证分析结果中向组织提炼出关于领导风格的负面清单并提出科学合理建议，进而帮助企业有效地留住核心员工。另一方面，工作—家庭支持属于工作家庭关系中的一种，表现为工作—家庭关系之间的积极作用。本研究

探讨工作—家庭支持是否调节了员工基本心理需求对员工留任的影响作用，从积极正面的思维角度，正向地从分析结果中提出如何实现工作—家庭支持的建议，进而让企业有效地留住核心员工。

Abstract

With the rapid development of economical globalization and science and technology and the prosperity of knowledge economy, competition environment which enterprises face is more complex and more uncertain, which requires that structure of the organization should be more flexible. Under such condition, the stable employment relationship faces extreme challenge, and employees are under no boundary (or protean) career background, hence, frequent job-hopping becomes a typical character of the contemporary young employees. From the perspective of needs satisfaction theory, the unsatisfied needs of the employees are the motivation to employees' actions, and employees will pursue organization environment which can satisfy their autonomy, competence, and relationship need. Therefore, most enterprises face actual challenges like how to create environment which can satisfy basic psychological needs of employees, how to improve employees' commitment to the organization, and how to promote employee retention.

The key point to solve employee retention problem is to create unique employer brand that can satisfy basic psychological needs of employees. To explore employee retention problem, it has become a hot topic in international academia and an important area in which developed country formulates public policy. Employer brand construction is one of the main ways to promote employee retention, and that whether it can satisfy basic psychological needs of employees is the first standard for employees to choose service organization. This paper mainly studies how employer brand promotes employee retention and what is the boundary condition.

In order to explore the practical problem mentioned above, this paper will further transform the problem into: study the relationship among employer brand, basic psychological need and employee retention. This study builds the model based on self-determination theory, social exchange theory, psychological contract theory in psychology theory, and tries to answer: ① Will employer brand significantly promote employee retention? ② Will basic psychological need play an intermediary role between employer

brand and employee retention? ③How will employer brand construction promote employee retention in the future? Suppose that basic psychological need has played an intermediary role, this study will bring in destructive leadership and work-family support, and examine whether destructive leadership and work-family support have moderating effect among employer brand, basic psychological need and employee retention. This will build a model which has moderation effect with mediation role and mediation role with moderation effect, and will further study the mechanism among variables.

This paper uses literature analyzing method, depth interview and questionnaire investigation comprehensively to do theoretical research and empirical test. Using literature analyzing method, the author clears up the theoretical basis of this paper systematically, and summarizes the existing research results on employer brand, basic psychological need, employee retention, destructive leadership and work-family support to look for theoretical support for the possible link among variables; Using depth interview, the author interviewed various kinds of staff and tried to understand their perception of employer brand and their self-perception of the three basic psychological needs so that we can consider the main factors affecting employee retention and examine intermediary effect among variables and explore moderating variables from the perspective of practice; Based on literature analyzing method and depth interview, the author summarizes and analyzes employer brand, basic psychological need, employee retention, destructive leadership, and work-family supporting scope, then concludes the dimensions of the variables and analyzes the relationship among the variables, finally comes up with theoretical model of this study and deduces the relationship among the variables. Using questionnaire investigation, we handed out questionnaires on a large scale, collected 500 valid questionnaires, and then tested the reliability and validity of the questionnaires using relevant statistical analysis method, afterwards examined main effect, intermediary effect and moderating effect among variables using SPSS21.0 and LISREL8.7 software.

Based on self-determination theory, this paper studies the impact of employer brand on employee retention, and deeply explains their relationship, their mechanism and their boundary conditions. We concluded that employer brand is one of the most important factors which affect employee retention during boundary less career era (whether work). This paper preliminary explains that employer brand has internal effect on employee retention (how to work), then reveals situation variables when employees make different choices (when work). To some extent, these results enrich the research contents of employer brand and employee retention, and it contributes to the following related research.

The researching conclusions are as follows: ① The employer brand is an important antecedent of employee retention. Analyzing through main effect, we found that the employer brand has positive prediction effect on employee retention. Analyzing further from each dimension, we found the employer brand has positive effect on organizational loyalty, and has negative effect on turnover intention and job burnout. The research deals with turnover intention and job burnout as reverse construct, therefore, the correlation coefficient which gets from the assumption of the fifth parts positive; ② The employer brand is an important antecedent of basic psychological needs, and the employer brand significantly has positive prediction effect on independent demand of the employee, competent demand and relationship demand; ③ The basic psychological has intermediary effect on employer brand and employee retention, and mediation effect accounts for 21.7% in total effect; ④ The basic psychological needs is an important antecedent of employee retention. From the regression results, we found the basic psychological needs impact employee retention significantly. Analyzing further from each dimension, we found that independent demand, competent demand, and relationship demand have positive effect on job burnout, turnover intention and organizational loyalty significantly. On the whole, the satisfaction of basic psychological needs has significant positive prediction effect on employee retention; ⑤ The conclusion of this research based on the above result that the basic psychological needs have mediation effect, then, we verified that destructive leadership plays moderating role when employer brand effects employee retention through basic psychological needs; ⑥ We verified that work-family support plays a moderating role between basic psychological needs and employee retention.

In theory, the significance of this study is as follows: ① About researching object, we chose enterprise staff as the researching object, thus, broadening the research field of the employer brand and extend the theory tentacles of employer brand; ② About researching method, subject knowledge, such as: sociology, psychology and Marketing, and methods were used on human resource management issues. Thus, employer brand is studied from micro-level from a fresh perspective; ③ About research content, we built a model on employer brand and employee retention, and found out mechanism and functional path between employer brand and employee retention from the perspective of the basic psychological needs, thereby, unfolding the confusing relationship between them.

In practice, the significance of this study is as follows: ① This paper eases pressure of firms that turnover of enterprise employee increased under boundaryless career background. ② Decision foundation is provided when enterprise leadership styles and

management model to enterprise staff should be transformed and upgraded. ③ This study verifies the importance of work-family support to enterprise employee retention. ④ We understand present situation of the enterprise employees' basic psychological needs more scientific and comprehensively. Through investigation and analysis about independent demand of enterprise staff, competent demand and relationship demand, we understand basic psychological needs of employees under the new situation better, and provide evidence for the firm to retain good enterprise employees.

The innovation points of this paper are as follows:

(1) It constructs the effect mechanism model between employer brand and employee retention, providing a new perspective for studying employee retention. In previous research on employee retention at home and abroad, scholars mainly focused on the organization's efforts to retain employees, while ignoring the actual retention behavior subject of employees. In fact, employees, as the main part of self-determination, can only make retention decision after when they feel their basic psychological needs are met (Carver & Scheier, 1999). Therefore, we can see employees' subjective perception of whether their basic needs are satisfied is the core of the retention behavior, while the employers' efforts are only environmental stimuli. Based on self-determination theory and from perspective of employees' subjective perception of basic psychological need satisfaction, this study explores and validates the relationship between employer brand and employee retention, further enriching the research on employee retention.

(2) This paper uses basic psychological needs as mediating variable to open the "black box" of complex mechanism between employer brand and employee retention. Existing literature focuses on causal relationship between employer brand and employee retention. However, the study still lacks the mediation mechanism that explains how employer brand affects employee retention, and how employer brand affects employee retention still stays "black box" state. Reference to related theory about human resource management and psychology and researching result about customer repeat purchase in corporate employer brand and marketing research, this paper empirically tests the mediation effect of basic psychological needs of enterprise employee between employer brand and employee retention. And this result will provide constructive references for employer brand building and corporate management practice. Combined with several characteristics of employee—diversify psychological demand, high autonomy, high risk preferences and innovation, this paper introduces self-determination theory, uses three basic psychological needs—autonomy needs, competence needs and relatedness demand as mediating variable to explain the effect mechanism of employer

brand to employee retention. Finally, we get the “key” to open the “black box” of employer brand and employee retention, and provide reference for further research.

(3) This paper validates moderating effect of destructive leadership style and work-family support by “yin-yang” type. This study chooses dark side representative of leadership style--destructive leadership style and positive work-family support as two moderating variables. On the one hand, previous researches on leadership style mainly focused on positive leadership styles, such as public servant leadership, integrity leadership, charismatic leadership, and less research on dark side leadership styles, such as destructive leadership, humiliating and abusing leadership. Through reverse thinking method, this study explores whether destructive leadership style will adjust the impact of employer brand to the meet of basic psychological needs, and extracts reversely negative list about leadership style from empirical analyzing result and put forward scientific and reasonable suggestions, thus can retain the core staff effectively. On the other hand, work-family support is one aspect of work-family relations, corresponding to work-family conflict, and reflects the positive effect between work and family relation. Contrary to research on destructive leadership style, this study explores whether work - family support adjusts the effect of employee’s basic psychological needs to employee retention. From positive thinking aspect, this study gives suggestions on how to implement work-family support from empirical analyzing results positively, thus enterprises can retain the core staff effectively.

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