

Research on the Relationship between Organizational Political Cognition in Enterprises and Organizational Climate and Employee Retention

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Abstract: Objective: To study whether organizational political cognition plays a role between organizational climate and employee retention, and how effective it is. Methods: 275 employees from five cities were tested with the revised organizational climate questionnaire, organizational political cognition scale and employee retention scale. Results: Organizational political cognition of intermediary variables is caused by organizational climate of independent variables. The estimated value between organizational political cognition and employee retention is 3.314, the standard error is 0.952, and the P value is significant, which indicates that the mediating variable organizational political cognition affects the dependent variable employee retention. Conclusion: Organizational climate affects employee retention, and it is through organizational political cognition that employee retention is affected. This shows that organizational political cognition is the mediating variable between organizational climate and employee retention, and plays a part in mediating.

1. Introduction

In an enterprise, there are many factors that will affect the retention of employees. Especially today, with the rapid development of social informatization and economization and increasingly fierce competition, the situation that affects the retention of employees in enterprises is more complicated. The more complicated the situation is, the more meaningful it is to study the retention of employees in an enterprise in an era. Organizational political cognition is put forward by western scholars and refers to self-interest behaviors that have negative effects on enterprises (Mayesbt & Allen PW, 1977) [1]. Self-interest behavior will cause strong dissatisfaction among employees, and a large number of empirical studies have reached this conclusion. However, little research has been done on its impact on Chinese enterprises. In this study, employee retention scale is selected, which includes three dimensions: turnover intention, organizational commitment and job burnout. China's workflow momentum has reached an unprecedented level. Whether organizational political awareness will become one of the factors affecting employee retention, which may affect employee's organizational commitment and job burnout, will be a question. In this study, we will examine the relationship between organizational political perception and organizational climate and employee retention.

2. Research Objects and Methods

2.1 Research Object

A total of 275 questionnaires were distributed in Harbin, Qiqihar, Baotou, Hohhot and Beijing, 219 of which were returned, 202 of which were valid, with a recovery rate of 79% and an effective rate of 73%. This includes 60 private enterprises, 20 foreign or joint ventures, 18 civil servants and 22 schools and hospitals. See Table 1 for the specific distribution.

Table 1 Basic data distribution table for predicted subjects (n=202)

Background variable	Basic information	Number	Percentage(%)
gender	Male		
	Female	108	53.5
Marriage	married	94	46.5
	unmarried	67	33.2
age	20-30 years old	135	66.8
	31-40 years old	160	79.2
	41-50 years old	35	17.3
Education	High school and below	6	3.5
	College	7	3.5
	Bachelor	52	25.7
Length of service	Master degree and above	125	61.9
	Less than one year	17	8.4
	1-2 years	46	22.8
position	2-3 years	55	27.2
	3-5 years	48	23.8
	More than 5 years	20	9.9
Unit nature	General staff	33	16.3
	Middle and senior managers	174	86.1
		28	13.9
	State-owned and holding	82	40.6
	Private and private	60	29.7
	Foreign investment or joint venture	20	9.9
		18	8.9
	State agency	22	10.9
	School or hospital	202	100.0
	total		

2.2 Research tools

(1) Organizational political cognition

In this study, the measurement of organizational political cognition [2] selected the organizational political cognition scale compiled by China Ma Chao (2006). There are three dimensions: self-interested behavior, salary and promotion, and relationships between colleagues, a total of 16 questions. A 6-point scoring method is used. The consistency coefficient of each dimension is between 0.76 and 0.86.

(2) Organizational climate

At present, the most commonly used scale for research and development organizations at home and abroad [3] is the scale developed by Litwen & Stringer (1968). After the revision of the layer test, it has higher reliability and validity (Xu Shijun 1972). After revision by other scholars, the title of the scale was reduced to 22 questions.

(3) Employee retention

Using the employee retention scale compiled by Mak (2001), 18 questions, three dimensions, namely: turnover intention, organizational commitment and job burnout, using the five-point scoring method.

2.3 Data Processing

The valid data collected was analyzed and processed using spss for windows 16.0 and Amos 16.0 software.

3. Research Procedure

3.1 Project analysis of the organization climate scale

Before the confirmatory factor analysis, in order to obtain a better analysis effect, the

discriminant analysis of the 22 questions of the tissue climate scale was first carried out. This scale uses the correlation between each topic score and the total score of the topic as the analysis method of discrimination. The results are shown in Table 2.

The unqualified topics in the project analysis are: Question 7, Question 15, and Question 2. After the deletion, the total value of the questionnaire is $\alpha=0.8594$. The questionnaire finally retained 19 items for exploratory factor analysis.

Table 2 Project analysis table of organizational climate questionnaire

Item	Item-Total Correlation	Alpha if Item Deleted
1	0.4951	0.8511
2	0.2684	0.8594
3	0.5288	0.8497
4	0.4057	0.8550
5	0.4416	0.8533
6	0.3109	0.8587
7	0.1848	0.8585
8	0.6746	0.8425
9	0.3016	0.8587
10	0.5508	0.8485
11	0.4175	0.8543
12	0.4955	0.8513
13	0.4623	0.8579
14	0.4543	0.8528
15	0.2369	0.8587
16	0.4853	0.8572
17	0.5686	0.8479
18	0.4179	0.8542
19	0.5535	0.8485
20	0.4137	0.8545
21	0.4515	0.8530
22	0.5326	0.8497

3.2 Exploratory factor analysis of organizational climate scale

In this study, Principal Component Analysis (PFA) was used to extract the common factors with the feature root greater than 1. After the maximal variance method was rotated, the 19 questions of the questionnaire were analyzed by exploratory factors. The results showed that the KMO value of the 19 questions was 0.820, and Bartlett's spherical test results were significant ($P<0.0001$), indicating that the correlation between the questions was very high and suitable for exploratory factor analysis. Finally, 6 factors with eigenvalues greater than 1 were extracted, and the cumulative interpretation rate of variance was 61.938%. The factor load of the questionnaire is shown in Table 3, because the fourth factor (5, 6 questions), the fifth factor (9, 22 questions), and the sixth factor (13, 21 questions) all contain only two questions, covering The number of items is too small, so it is better to delete these three factors. Items with a commonality below 0.4 are deleted. Because this is an exploratory factor analysis, the factor structure after the item is deleted will also change, so a factor analysis is needed. The second factor analysis was performed in the same way as the first time, except that the selected topic had only 13 questions (the 5, 6, 9, 22, 13, 21 questions were removed). The factor suitability test was first performed. The KMO value was 0.901, and Bartlett's spherical test result was significant ($P<0.0001$), which indicates that the correlation between the questions is very high. The factor load of the questionnaire is shown in Table 4. Finally, the internal consistency reliability of all the questions in the questionnaire was 0.820, and the internal consistency of the three dimensions (Cronbach's Alpha coefficient) were 0.761, 0.727, and 0.666, respectively. The reliability of the questionnaire was good.

Table 3 Analysis of factors in the organization climate scale

Item	Factor I	Factor II	Factor III	Factor IV	Factor V	Factor VI	Commonality
4	0.717						0.664
8	0.629						0.572
3	0.606						0.737
10	0.592						0.772
11	0.581						0.756
1		0.636					0.715
19		0.614					0.503
17		0.608					0.654
20		0.529					0.651
12		0.516					0.775
18			0.700				0.627
14			0.676				0.698
16			0.531				0.723
5				0.717			0.388
6				0.682			0.590
9					0.802		0.542
22					0.515		0.450
13						0.776	0.548
21						0.603	0.696
Characteristic root	2.682	2.598	1.781	1.668	1.621	1.419	
Cumulative interpretation rate of variance (%)	14.116	27.787	37.162	45.939	54.469	61.923	

Table 4 Second factor analysis of tissue climate scale

Item	Factor I	Factor II	Factor III	Commonality
4	0.700			0.664
3	0.685	0.661	0.744	0.737
10	0.602	0.635	0.653	0.772
8	0.598	0.628	0.635	0.572
11	0.626	0.622		0.756
19		0.579		0.503
20				0.651
17				0.543
1				0.715
12				0.775
18				0.627
16				0.503
14				0.698
Characteristic root	2.548	2.388	1.885	
Cumulative interpretation rate of variance (%)	37.024	55.332	85.913	

According to the factor analysis results, refer to the project load value, and name the three factors extracted according to the potential meaning of the project as follows:

(1) Organizational hierarchy: refers to whether members of an organization feel that there is good organization and planning within the organization

Whether the internal feeling is limited by the system and procedures, and whether innovation is encouraged and the degree of individual autonomy is also discussed.

In short, the effectiveness of organizational structure design felt by the members of the

organization, as well as the formalization and constraint within the organization

(2) Management style: refers to whether the managers in the organization will minimize bureaucracy as perceived by the members of the organization.

Degree, whether to encourage subordinates to express different opinions, whether to attach importance to employees' personal factors and make employees work

Pleasure to improve organizational performance. In short, that is, the opinions of the members of the organization on the style of the managers in the organization.

(3) Interpersonal relationship: refers to the relationship between the members of the organization that the members of the organization feel. It is the degree to which the members of the organization feel the harmonious relationship between the members of the organization.

3.3 The mediation effect of organizational political cognition on organizational climate and employee retention

The effect of the independent variable X on Y. If X affects Y by affecting the variable M, then M is called the mediator variable. Assuming all variables are centered (ie, the mean is zero), the following equations can be used to describe the relationship between the variables:

$$Y=cX+e1 \quad (1)$$

$$M=aX+e2 \quad (2)$$

$$Y=c'X+bM+e3 \quad (3)$$

The first step is to first examine whether the impact of organizational climate on employee retention is significant. Using the structural equation model to analyze the regression relationship between organizational climate and employee retention, see Fig. 1.

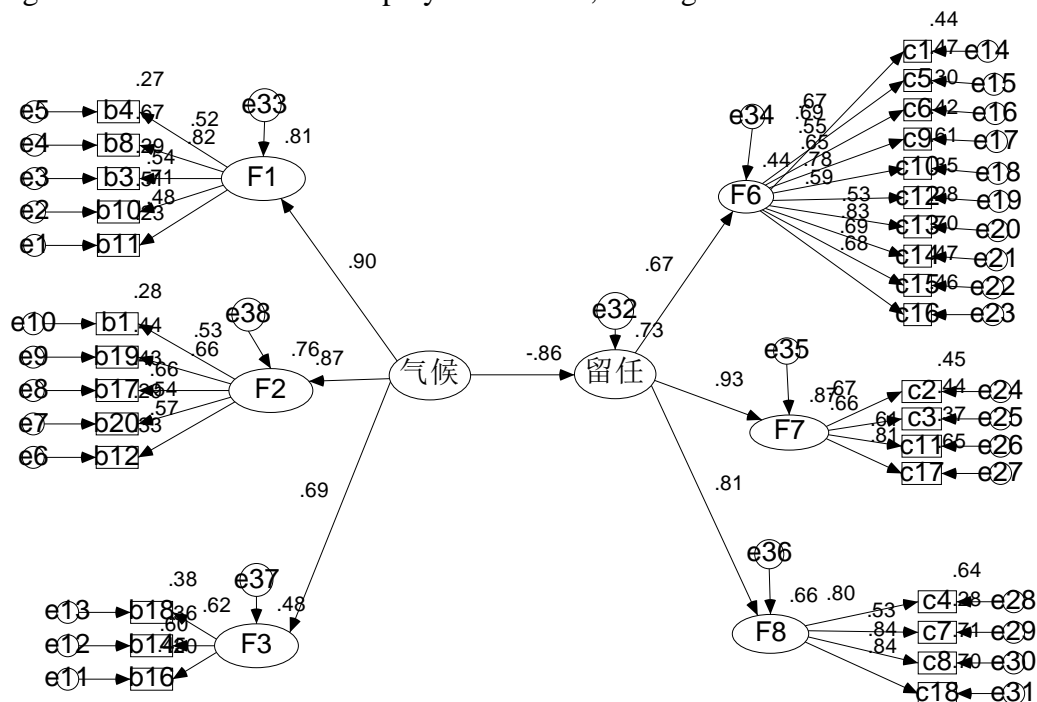


Fig. 1 Schematic diagram of the regression relationship between organizational climate and employee retention

Note: F1: organizational hierarchy; F2: management style; F3: interpersonal relationship; F6: job burnout; F7: organizational commitment; F8: turnover intention

Table 5 Regression relationship model fit index of organizational climate and employee retention

Model	CMIN/DF	GFI	AGFI	NFI	CFI	IFI	TLI	RMSEA
Hypothetical model	2. 125	0.830	0.750	0.888	0.901	0.903	0.806	0.073

It can be seen from Table 5-37 that $\chi^2/df = 2.125$; IFI, CFI, TLI, three indicators are greater than 0.90, the value of NFI is close to 0.9, and the value of RMSEA is 0.073, all within the ideal range. Therefore, the model is intended to have a high degree of fitting, indicating that the regression data of organizational climate and employee retention is in line with the theoretical concept.

Table 6 Test of regression relationship between organizational climate and employee retention

variable	path	variable	Estimate	S. E.	C. R.	P
Employee retention	←	Organizational climate	-0.974	0.200	-4. 867	***

Note: *** means $p < 0.001$

It can be seen from Fig. 1 and Table 6 of the regression equation that the estimated value of employee retention and organizational climate is -0.974, the standard error is 0.200, and its p-value is significant. This indicates that the organizational climate has a significant relationship with employee retention. Organizational climate affects employees to stay in. Therefore, establish a mediation effect model. See Fig. 2 below.

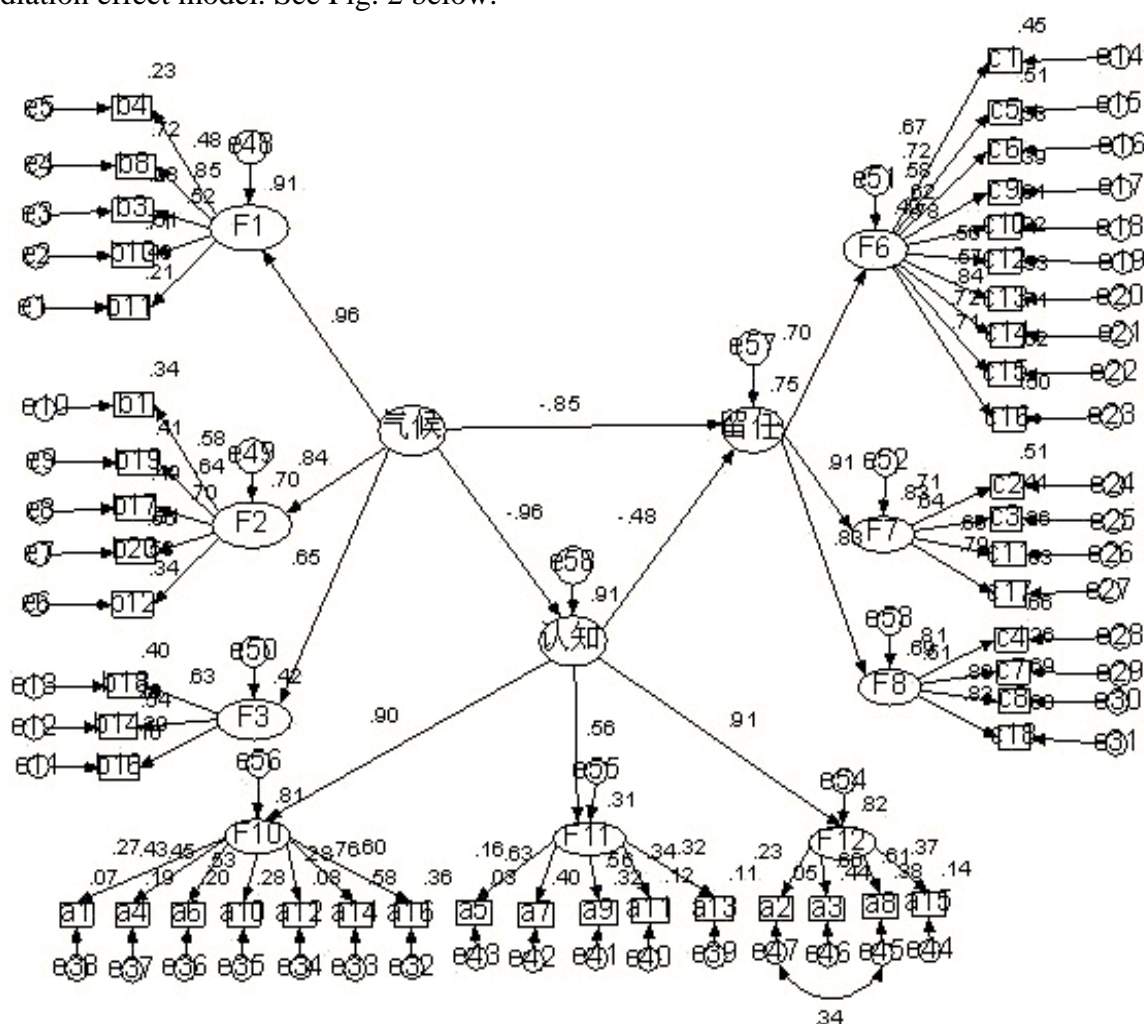


Fig. 2 Schematic diagram of the intermediary role of organizational political cognition in organizational climate and employee retention

Table 7 Fitting index of the model after introducing the mediator variable

Model	CMIN/DF	GFI	AGFI	NFI	CFI	IFI	TLI	RMSEA
Hypothetical model	2.021	0.878	0.903	0.888	0.923	0.903	0.806	0.074

It can be seen from Table 7 that $\chi^2/df = 2.125$; NFI, CFI, TLI, and all three indicators are close to 0.9; the value of RMSEA is 0.073, which is within the ideal range. Therefore, the model is intended to have a high degree of fitting, indicating that the data of organizational climate, organizational political cognition and employee retention are in line with the theoretical concept.

After introducing the mediator variable, the significance test of the regression coefficients a, b and c' is obtained. The results obtained are shown in Table 8.

Table 8 Test results of the mediating role of organizational political cognition on organizational climate and employee retention

Variable	Path	variable	Estimate	S. E.	C. R.	P
Organizational political cognition	←	Organizational climate	0.134	0.044	3.072	* * *
Employee retention	←	Organizational climate	0.368	0.080	4.589	* * *
Employee retention	←	Organizational political cognition	3.314	0.952	3.430	* * *

Note: *** means $p < 0.001$

It can be seen from Table 8 that the estimated value between organizational climate and organizational political cognition is 0.134, the standard error is 0.044, and the p-value is significant, indicating that the intermediary cognitive organization political cognition is caused by the independent variable organization climate. Organizational politics The estimated value between cognition and employee retention is 3.314, the standard error is 0.952, and the p value is significant, indicating that the intermediary variable organizes political cognition to influence the dependent variable employee retention. Through a series of causal relationships, the organizational climate impact can be seen. Employees remain in office and influence the retention of employees through organizational political cognition. This proves that organizational political cognition is the intermediary variable of organizational climate and employee retention, and plays a part in mediating role.

4. Discussion

In order to test the impact of organizational political cognition on organizational climate and organizational political cognition, this study used a mediating effect test. The results show that organizational political cognition is retained by the organization of climate-affected organizations, but only partially, not all. The actual results are close to the predicted results. This conclusion is similar to the conclusions of previous studies. Daft (1989) clearly stated that positional rights in organizations are a function of various task characteristics and work autonomy. Low task diversity and autonomy mean that rights in organizations are small and may lead to organizational political cognition. high. Promotion opportunities and organizational political cognition should be negatively correlated. Ma Chao (2006) also reached a similar conclusion. The atmosphere of trust has a strong negative correlation with organizational political cognition, mainly reflected in self-interested behavior and organizational compensation. Why the model does not have organizational political cognition is the overall intermediary role of organizational climate and retention, and there may be other variables in the understanding of organizational climate, which is also part of the future discussion.

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