

Organizational Atmosphere on the Sense of Belonging to New Generation Employees

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Abstract

As the generation born after 1980s and 1990s enter the workplace, the proportion of the new generation of employees aged between 18 and 35 increases. The management problems of the new generation of employees are increasingly paid attention by enterprises and management scholars, and the impact of organizational atmosphere on their sense of belonging is more obvious. Therefore, how to improve the organizational atmosphere to improve the sense of belonging of the new generation of employees, maximize the advantages of the new generation of employees, and promote the long-term sound development of the enterprise is a very important practical problem. This research was introduced the definition and constitution dimensions of organizational atmosphere, job embeddedness and sense of belonging, and constructs the relationship model among them. Through questionnaire survey, empirical analysis and structural equation model to verify the relationship between organizational atmosphere, job embeddedness and the new generation employees' sense of belonging. It can be shown that creating a good organizational atmosphere can deepen the connection between the new generation employees and their work, and can stimulate the emotional belonging of employees

Keywords: Organizational atmosphere; Job embeddedness; The sense of belonging; New generation employees

Introduction

The new generation of employees' sense of belonging to the enterprise is a kind of psychological dependence, which is formed on the basis of employees' hope to maintain employment relationship with the enterprise. The research of foreign

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scholars shows that the sense of belonging of employees to the enterprise can strengthen the willingness of employees to continue to work in the enterprise and improve their work performance. Most of the innovation and creation activities of enterprises need the cooperation of employees. Whether an organization can form an atmosphere suitable for employees' interpersonal communication and realization of self-value, and whether the new generation of employees can have a sense of belonging, will directly affect the long-term development of enterprises. In response to the external environment change was often at change within the enterprise, managers want to maximum extent, reduce the turmoil from change, hoping to improve the staff's sense of belonging to maintain good and stable employment relationship between enterprises and employees, which promoted employees as a part of enterprises themselves, to realize the goal of organization work together. To some extent, enhancing the sense of belonging of employees and reducing the turnover rate can reduce the recruitment cost of human resource management expenses. Negative and hostile organizational atmosphere will destroy the belonging relationship between employees and the organization. As an important intangible asset that affects the development of an organization, the enterprise can imperceptively influence the behavior of employees by creating a good organizational atmosphere and root the vision and strategy of the organization in the hearts of every employee. It is necessary to study how to improve the organizational atmosphere and create an organizational atmosphere conducive to improving the sense of belonging, satisfaction and work enthusiasm of the new generation of employees.

In recent years, scholars have conducted a large number of studies on organizational atmosphere, with mature theories on the relationship between organizational atmosphere and employees' innovative behavior, performance, dimission, etc., while researches on employees' sense of belonging are mostly at the psychological level. However, there are few theories on organizational atmosphere and employee belonging, especially on the new generation of employees. For the new generation of employees, their work values are different from those of previous generations, and their requirements for organizational atmosphere and sense of belonging will also change. Therefore, by analyzing, sorting out and summarizing previous research results, this paper studies the effect mechanism of organizational atmosphere on the belonging of the new generation of employees, and verifies it by

means of questionnaire survey, deeply discusses the belonging of the new generation of employees, as well as the relationship between organizational atmosphere, job embeddedness and the belonging of the new generation of employees. In addition to the enrichment and development of organizational atmosphere theory, "people-oriented" is advocated under the "regulations-oriented" enterprise management mode, and emotional and communication considerations are added to help understand the psychological needs of the new generation of employees and create a good organizational atmosphere. From the point of view of employees, to achieve a win-win situation of individuals and enterprises.

It takes a certain amount of time and process to form the sense of belonging of the new generation of employees. It is formed on the basis of the in-depth understanding of the organization by the new generation of employees, and will not disappear immediately after forming. Although organizational atmosphere is a dynamic variable, it is relatively stable in a certain period based on the impact of the overall macro environment of the organization. It affects the tendency of employees to rely on emotion and continue to serve the organization. The intensity of organizational atmosphere will affect the degree of close connection between the new generation of employees and their work. Based on this logic, this paper will study the influence of organizational atmosphere on the sense of belonging of the new generation of employees, and further study whether job embedding plays a mediating role in this relationship.

Research Objectives

1. Find out the main factors affecting the sense of belonging of the new generation of employees.
2. Identify the relationship between organizational atmosphere, job embeddedness and the sense of belonging of the new generation of employees.
3. Put forward reasonable suggestions to improve the sense of belonging of the new generation of employees by improving the organizational atmosphere.

Research Hypothesis

In combed and summarized the domestic and foreign scholars for the work of organization atmosphere, sense of belonging, and on the basis of embedded research progress, based on the new generation employees as the research object,

the introduction of embedded work as a intervening variable, organizational atmosphere and new generation employees sense of belonging, the relationship between work embedded in the organizational atmosphere and the specific role between the new generation employees sense of belonging. Based on the relationship theory between variables, this paper proposes the research hypothesis and constructs the research model.

H1: Organizational atmosphere has a significant positive impact on the sense of belonging of the new generation of employees.

H2: Organizational atmosphere has a positive impact on the job embeddedness of the new generation of employees.

H3: Job embeddedness has a positive impact on the sense of belonging of the new generation of employees.

H4: Job embeddedness plays a mediating role between organizational atmosphere and the sense of belonging of the new generation of employees.

Scope of Study

(1) Scope of Contents. This research belongs to the scope of modern enterprise human resource management, especially the sense of belonging of the new generation of Chinese employees to enterprises under the background of economic globalization, which affects the survival and development of enterprises, and deserves depth study.

(2) Scope of Population. The population in this study is mainly the new generation of Chinese employees in the Sichuan province, covering the education industry, manufacturing industry, retail industry, civil servants and media industry.

(3) Scope of Variables. Independent Variables: organizational atmosphere, management style, interpersonal relationships and hierarchical organization. Mediators : job embeddedness. Dependent Variable : employees' sense of belonging.

Research Methods

This research mainly adopts literature analysis method and empirical research method, and combines qualitative research with quantitative analysis. According to the overall structure and hypotheses proposed in the paper, statistical analysis software such as SPSS and AMOS was used to process the data obtained through the

survey, and the relationship between organizational atmosphere, job embeddedness and the sense of belonging of the new generation of employees was verified.

① Literature analysis. By referring to relevant literature and writing literature review, on the basis of sorting out existing materials at home and abroad, the relevant theories of organizational atmosphere, the sense of belonging of the new generation of employees and job embeddedness are summarized and commented to ensure scientific research. ② Questionnaire survey. Based on the maturity scale of the research on organizational atmosphere, job embeddedness and sense of belonging in the theoretical circle, according to the characteristics of the new generation of employees investigated in this paper and combined with the actual needs of this study, a questionnaire for empirical research is designed to collect relevant data to ensure the rigor of the study.

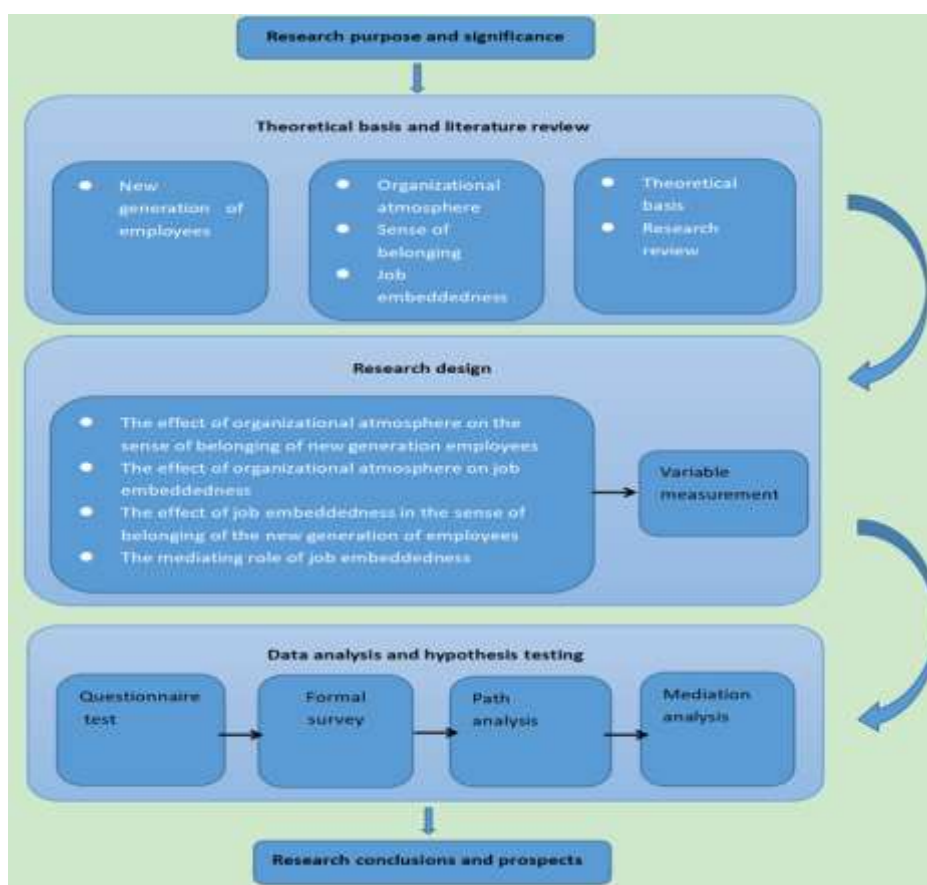


Figure 2 Technical method road-map of this research

Population and Sample size

The survey object of this study is the new generation of employees, and the questionnaire distribution area is concentrated in Sichuan Province, and the questionnaire distribution method is the combination of online questionnaire and paper questionnaire. A total of 420 questionnaires were sent out, and 398 were successfully recovered. The collected questionnaires were screened and sorted out, and the questionnaires that were not carefully filled in and whose age did not conform to the age range of the new generation of employees were deleted. The actual effective questionnaires were 314, and the effective questionnaire recovery rate of this survey was 74.8%.

Data Analysis Procedures

After exploratory factor analysis and confirmatory factor analysis of organizational atmosphere, job embeddedness and the belonging scale of the new generation of employees, the reliability and validity of the model constructed in this paper meet the standards. Therefore, after the above analysis, the structural equation model can be further used to verify the proposed hypothesis and judge whether the model of this study is valid. The specific research methods are as follows: (1) SPSS software is used for data processing, correlation coefficient is obtained, and the correlation between organizational atmosphere, job embedding and the new generation of employees' sense of belonging is preliminarily tested; (2) Construct the structural equation model, and make fitting judgment and modification to the variable relation model; (3) The empirical results of structural equation model are analyzed.

Research Results

1. There is a strong correlation between all dimensions of organizational atmosphere and job embeddedness. Job embeddedness is positively correlated with all dimensions of belonging of the new generation of employees, and most dimensions of organizational atmosphere are positively correlated with dimensions of belonging of the new generation of employees.

2. The interpersonal relationship, management style and organizational stratification of organizational atmosphere have positive effects on job embeddedness, and job embeddedness has significant positive effects on emotional

belonging and lasting belonging of the new generation of employees. ; The management style of organizational atmosphere has significant positive correlation with the three dimensions of belonging of new generation. The interpersonal dimension of organizational atmosphere is significantly positively correlated with the norms of the new generation of employees and the two dimensions other than the sense of belonging ; The organizational dimension of organizational atmosphere only has positive effect on the two dimensions of emotional belonging and sustained belonging.

3. Job embeddedness plays a mediating role in the relationship between organizational atmosphere and the sense of belonging of the new generation of employees.

Research Discussion

1. For employees, the sense of belonging to the organization represents their feelings towards the organization and the tendency to continue to stay in the organization, which is a positive relationship with the organization. For an organization, the sense of belonging of employees is conducive to realizing organizational goals and maintaining organizational stability. New employees in the initial stage of entering the workplace and recognition and the fit between the groups were not high, so positive organizational atmosphere for new generation employees are able to help them quickly adapt to the organization's environment, increase their identity of organization atmosphere, promote new generation employees and the matching degree of the organization, Make the new generation of employees as soon as possible to establish and improve the sense of belonging.

2. A good organizational atmosphere can adjust the relationship between the members of the organization and condense the collective power. The communication barriers of the new generation of employees in a good organizational atmosphere can be reduced, so the misunderstandings and frictions caused by poor communication will be greatly reduced, and the interpersonal relationship of employees in the organization will develop towards a benign development, and the sense of belonging of employees will be correspondingly improved. The formation of a good organizational atmosphere requires open management style, perfect organizational structure, mutual help and friendly exchanges among organizational

members. Employees can be free to do things in the organization, and can be rewarded and rewarded after achieving certain achievements.

3. Psychological research shows that the environment felt by an individual is inseparable from his attitude and behavior, and the emotions caused by this will have a greater impact on his work efficiency. The new generation of employees working with a low level of belonging will have a depressed mood at work. Obviously, this negative state is not conducive to the organization. Therefore, regular understanding of the emotional state of the new generation of employees and investigation of their sense of belonging can be incorporated into the human resource management work of organizations. Through the investigation results, problems existing in internal management can be found and solved, whether the organizational management or organizational structure needs to be improved, or the communication between employees needs to be strengthened. In this sense, the sense of belonging of the new generation of employees is of great significance to the organization.

4. The organizational atmosphere exerts a subtle influence on employees' behaviors, which is the supplement and perfection of traditional rigid rules and regulations. The silent effect is not easy to notice, but it is also easier to be accepted by the new generation of employees. Good interpersonal relationships are not just between the new generation of employees, but also between leaders and subordinates. In the process of communication, the guidance of the leader to the professional knowledge and skills of the new generation of employees can make the new generation of employees learn and progress, while the trust and affirmation of the leader can promote the good interpersonal relationship between the two.

5. According to the path analysis and intermediary role analysis, the author studied the organizational atmosphere for embedding and new generation employees work directly affects the sense of belonging, embedding of new generation employees belonging direct impact of each dimension and embedding work between organizational atmosphere and the new generation employees sense of belonging of intermediary role is verified, which further verifies the theoretical model built in this paper. The main conclusions are as follows: the interpersonal relationship, management style and organizational hierarchy of organizational atmosphere all have a positive supporting effect on job embeddedness, and job embeddedness has a significant positive correlation with emotional belonging and

lasting belonging of the new generation of employees; Organizational atmosphere management style and the new generation staff three dimensions were significantly positively related to the sense of belonging, interpersonal dimension of organization atmosphere and new generation employees norms of ownership of two dimensions is significantly related to the organizational atmosphere of organizational hierarchy dimension only to the emotional sense of belonging of the sense of belonging and continuous belonging two dimensions have a positive effect; This paper examines the partial mediating effect of job embedding on the three dimensions of organizational atmosphere and the emotional belonging and lasting belonging of the new generation of employees.

6. Job embeddedness plays a mediating role in the relationship between organizational atmosphere and the sense of belonging of the new generation of employees. This indicates that the influence of organizational atmosphere on the belonging of the new generation of employees is indirectly accomplished through job embeddedness, especially in the aspect of influencing the lasting belonging, job embeddedness plays an important role. The reason why normative belonging is not affected by interpersonal relationship and organizational stratification may be that the formation of the concept of normative belonging needs to be continuously instilled and emphasized in the process of socialization. It is formed under the influence of long-term social norms and is not affected by organizational structure and short-term interpersonal communication within the organization. However, the direct influence of the management style of normative belongingness demonstrates the importance of constraints in forming normative belongingness.

Research Suggestions

In this research, organizational atmosphere, job embeddness and the sense of belonging of the new generation of employees are established on the basis of previous research results on the related aspects, and then the structural equation is used to verify the model. At the same time, through the application of correlation analysis method, this paper discusses and analyzes the influence mechanism between organizational atmosphere and sense of belonging of the new generation of employees under the intermediary influence of job embedding, and puts forward suggestions for the management of the new generation of employees, improving the organizational atmosphere, and improving the sense of belonging of the new

generation of employees. It has enriched and expanded the theoretical research on the relationship between organizational atmosphere, job embeddedness and employee belonging, and provided method guidance for enterprise management of the new generation of employees.

1. Organizational atmosphere reflects the internal environmental characteristics of an organization, and the sense of belonging can reflect the degree of recognition of the new generation of employees to the management style, interpersonal relationship and organizational structure of the organization. The more the new generation of employees' cognition of the organizational atmosphere is in line with their own psychological expectations and personal development requirements, the stronger the sense of belonging of employees, the stronger the will to stay in the organization. When employees feel that the organizational atmosphere is positive, they will actively participate in interpersonal interaction, thus creating a better working atmosphere and working environment. In a good interpersonal atmosphere, employees get along well and help each other, which can relieve their psychological pressure and reduce the psychological burden caused by work. Good interpersonal relationship and self-realization space play a positive role in improving the sense of belonging of the new generation of employees. Managers should pay attention to prevent the deterioration of the relationship and the overly complicated process from restricting the personal development of employees, and ensure the reuse and reward of outstanding talents as much as possible, so as not to affect the sense of belonging of the new generation of employees, and thus affect the stability and long-term development of the organization.

2. For the managers of an organization, when choosing different management methods, they should choose the appropriate management method based on the actual situation of the organization. Because an organization is to make all the people in the organization work together to achieve a common goal, and all the employees work hard for this goal, the atmosphere created by the organization must be harmonious. Managers combine the common goals of the organization with individual ideals, interests and pursuits of employees, and give the new generation of employees certain space and freedom to play and realize their self-value without threatening the development and interests of the organization. After feeling the support from the organization, the new generation of employees are more likely to find their own obligations and will pay more efforts to repay the organization. In

organizations, interpersonal relationships include the relationship between the new generation of employees and each other, as well as the relationship between the new generation of employees and employees at all levels and managers. As the macro decision-maker of an organization, the management considers problems from the perspective of the overall situation, while the new generation of employees consider problems from different perspectives because they are at different levels. In order to have a good interaction and harmonious relationship between the managers and the new generation of employees, it requires mutual respect and communication between the management and the new generation of employees. By understanding each other in communication, managers can shorten the distance with employees through regular interviews and communicate emotionally to form a benign interpersonal relationship.

3. Leadership style lays the foundation for the behavior pattern of leaders and subordinates and the management style of organization members. Managers should improve their communication skills, be good at using the resources of the organization to bridge the distance between the organization and the new generation of employees, and provide better resource support for the new generation of employees. In addition to the traditional management issues that emphasize performance or profit, enterprises or organizations should focus on the psychological connection between employees and the organization while paying attention to the implementation of basic rules and regulations of enterprises, so as to build a harmonious organizational atmosphere. Only by ensuring that the goals of employees and the enterprise are consistent, can the new generation of employees and the organization achieve the purpose of common development.

4. Since the formation of normative sense of belonging is less affected by organizational atmosphere, enterprises can start from strengthening the direction of system construction to promote the formation of normative sense of belonging of the new generation of employees. Organizational culture is the foundation and condition for the formation of organizational atmosphere, although it does not play a better role in predicting individual motivation and influencing individual behavior than organizational culture. Based on long-term goal orientation, enterprises should strengthen the construction and publicity of corporate culture, deepen the close connection between employees and enterprises, so that the emotional dependence and sense of belonging of the new generation of employees can be sustained and

long-term, so as to achieve the purpose of retaining the new generation of employees.

5. Talent is an important part of the core competitiveness of enterprises. The competition, management and use of human resources are the key to the development of enterprises. Therefore, it is necessary to encourage the new generation of employees to exert their subjective initiative, cultivate their sense of belonging to the organization, and make them actively create value and benefits for the enterprise. In the daily management of the enterprise, attention should be paid to cultivating the sense of trust between the new generation of employees and other employees, so that the new generation of employees feel closely related to the organization and work. Strengthening the infiltration of work can make the new generation of employees clear about the direction of efforts, so that each member of the organization to make efforts for the common vision of the motivation.

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