Research on the relationship between sharing behavior and turnover intention in WeChat Moments with organizational identity as a mediating variable

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Abstract. The employee turnover rate has significantly affected the stability of the organization. Because human behavior is elusive, for managers of enterprises, maintaining the stability of the organization and minimizing the loss of turnover has become one of the important contents of managers' work. Based on this mediating variable of organizational identity, this paper explores the mechanism of employees WeChat Moments sharing behavior and turnover intention. By selecting on-the-job employees as the research objects, the analysis using SPSS22 and AMOS shows that (1) sharing behavior is positively correlated with organizational identity; (2) sharing behavior is negatively correlated with turnover intention; (3) organizational identity is negatively correlated with turnover intention; (4) Organizational identity mediates the relationship between sharing behavior and turnover intention

Keywords: Sharing Behavior; Organizational Identity; Turnover Intention; SEM Model; Regression analysis

1   Introduction

According to the official data of 51com, the employee turnover rate in 2017 reached 21.6%, showing an upward trend compared with the previous two years. The proportion of employees who had the intention to change jobs within half a year reached 81.6%. As an enterprise manager, how to predict the psychology and behavior of employees has become a very real problem, and individual behavior is often affected by factors such as attitude. Organizational identity, as an attitude of employees towards the organization, can well explain employee turnover behavior.

The 42nd Internet Statistics Report shows that the usage rate of WeChat Moments is 86.9%. Wang Huan et al. (2016) pointed out in the article that very few people do not post moments, and 66% of the survey respondents said that they would post it every day. It can be seen that WeChat Moments do play an important role in every-

one's work and life, and therefore, the behavior of individuals in Moments is also representative. Sharing behavior is a relatively common behavior of WeChat users. Under the identity of an individual, the content of information shared by different individuals has similarities and differences.

Among many phenomena, we are more concerned about why employees are willing to share work-related information, and is this willingness to share active or passive? From these sharing behaviors, we can discover which attitudes of employees have changed, and provide a theoretical basis for later management practices.

The empirical research of scholars Zhao YueMin et al. (2010) discussed the information sharing behavior from the motivation theory, and believed that the sharing behavior was interfered by the individual motivation[10]. Yang Min (2018) found that sharing behavior is influenced by factors such as social norms[9]. Dr. Chen Qiang (2016) mentioned in the article that organizational identity can affect employees' social media sharing behavior[2].

Constant et al. (1994) pointed out that the sharing behavior of individuals is not only disturbed by the benefits of the sharing subject, but also affected by environmental factors such as the organizational environment. Weng Wei Xuan (2014) found that the content and form shared by individuals are influenced by others. It can be seen that the environment will affect the sharing behavior of individuals[5].

Wu Si Yan's (2011) research shows that employee participation can change an individual's work attitude[6]. For example, employees' active participation can increase their investment and weaken the idea of resignation. The behavior of employees to share the latest industry information, competitors' current situation and other work-related information in the circle of friends belongs to employees' participation. This process participation helps to increase employees' awareness of occupation, company and industry.

Existing scholars' research only focuses on the use of social media in the workplace, and there is little research on employees' use of WeChat Moments to share work information. In the research on WeChat Moments, most scholars study it from the perspectives of communication and marketing, and few scholars study it from the perspective of business management, and scholars are keen to take college students as the research object to discuss their sharing behaviors in WeChat Moments, few scholars dig from the role of employees. Therefore, there are many gaps in the research on employees ' sharing behavior in WeChat Moments, which are worth exploring.

2   Theoretical basis

2.1   Organizational recognition

Organizational recognition has always attracted the attention of academia and many managers. Some studies have pointed out that when an individual has a high sense of identity with the organization, it is easier to promote the individual's beneficial organizational behavior, and this sense of identity helps reduce employees' intention to

change jobs. Ahmed Mohammed Sayed Mostafa's research shows that the level of employees' organizational identity affects their performance in the organization[1].

The concept of organizational identity was first proposed by March and Simon. Foreign scholars Taijfel (1978) believed that it is the process of individuals perceiving their own organizational membership and self-classification[2]. This membership can make employees emotionally dependent and belonging. Ashforth & Mael (1989) described organizational identity as an individual's perception of membership in subordinate organizations[2].

Although there is no unified standard for the concept of organizational identity, the academic circles define it from three aspects: cognition, emotion, or both. This paper argues that organizational identity should include cognitive and emotional aspects, is a perceptual process that is consistent between employees and their organizations, and is a connection between the comparison and evaluation of the emotional and rational aspects of the individual and the unit.

2.2   Turnover Intention

The popular understanding of resignation is to leave the unit and position where it is located. The so-called turnover intention refers to the thoughts and thoughts of employees who want to leave the current organization and find another job due to personal reasons, the work itself, the organization and other factors. It is different from the turnover behavior. The turnover intention is to want to leave the current the organization, the idea and idea of finding a new job, is a plan, and the act of leaving is an act of an employee submitting a letter of resignation to the organization and leaving the organization, which is what actually happens. A large number of studies have confirmed that turnover intention can explain employees' turnover behavior very well, and it has practical significance for human resource management of enterprises. In the research of this paper, the phenomenon that employees choose to leave the organization voluntarily and voluntarily is discussed.

The formation and change of employees' organizational identity will be affected by the leader's organizational identity. Existing research shows that individual attitudes and behaviors are influenced by organizational identity to a certain extent. When employees do not have a sense of dependence and belonging in an organization, their thoughts of leaving the organization will be stronger until they leave the organization by taking the behavior of leaving. Many other scholars believe that organizational identity can be a good predictor of employee turnover intention. When employees have a high sense of organizational identity, they will gradually form a sense of belonging and dependence on the organization, trust the organization more, and are willing to become a member of it, continue to maintain the identity of the organization member, and want to change jobs. Thoughts are also reduced. Based on this, the theoretical model of this topic is proposed.

2.3 The Formulation Of Research Hypotheses

By reading and collecting relevant materials at home and abroad, the author summarizes the relevant theories such as sharing behavior in the circle of friends, organizational identity, and turnover intention. As one of the most frequently used functions of users, WeChat Moments have certain representative behaviors of employees. Zhou Yaqi (2018) pointed out in her research that social media is full of various information, which will Further influence our perceptions, which in turn influence our decisions and judgments, such as taking action to leave[12]. Therefore, the author would like to explore its relationship with organizational identity and resignation intention through the sharing behavior of employees' Moments. A large number of empirical studies at home and abroad have shown that there is a significant correlation between employees' organizational identity and their turnover intentions. Therefore, in terms of employee turnover, organizational identification is a good analytical factor, and it has a significant impact on employees' turnover intentions. Based on the existing literature, this study explores the relationship between employees ' behavior of sharing work information in WeChat Moments, organizational identity and turnover intention. Based on the above analysis, the research hypotheses of this paper are put forward:

H1: Sharing behavior is related to organizational identity

H2: Organizational identity is negatively correlated with employee turnover intention

H3: Sharing behavior is related to turnover intention

H4: Organizational identity mediates the relationship between employee sharing behavior and turnover intention.

3 Research Design

3.1 Questionnaire design

The questionnaire consists of four parts: basic information of the subjects, sharing behavior, organizational identity, and turnover intention. The scales all adopt the Likert five-point scale (1-5) points indicate from strongly disagree to strongly agree, the higher the score, the more recognized the subject.

The sharing behavior scale was tentatively developed based on the interview results and existing research on WeChat Moments, combined with the questions of this study. Organization Identity Scales There is many well-established scales for measuring organizational identity. Zhang Shu Hua et al. (2016) pointed out in a meta-analysis of the relationship between organizational identity and turnover intention that more than half of the scholars used the scale developed by Ashforth and Meyer[11], which has been confirmed by a large number of empirical studies to have higher reliability and validity. The author's research in this paper will also draw on the scholar's scale. The turnover intention scale, the measurement of turnover intention, although the items measured are slightly different, but scholars all measure it from the concept of turnover intention, and scholars agree that it is a one-dimensional structure. At present, in the research of

measuring turnover intention, the scale developed by Fan Jingli et al. is mostly used in China, and it has been confirmed that this scale has good reliability and validity.

3.2   Questionnaire distribution

The research topic of this paper is "Relationship between sharing behavior and turnover intention—with organizational identity as a mediating variable", and the research object is the groups who share work-related information in the circle of friends. The industries involved in this survey include tourism, insurance, education and other industries. The questionnaires were distributed and collected online with the help of the Questionnaire Star platform. A total of 403 questionnaires were collected and 400 valid questionnaires were collected

4   Data Analysis

4.1   Descriptive analysis

From survey data analysis, we know that the proportion of males and females in the survey is relatively balanced. The tested persons are under the age of 35, accounting for 84%, and those with college education or above account for 71.25% of the total surveyed persons, showing a young age. The characteristics of high education are also consistent with the reality that the number of college students in my country is increasing year by year at this stage. In terms of working hours, more than half of the respondents have worked for more than 2 years.

4.2   Reliability and Validity Analysis

4.2.1. Reliability Analysis.

Reliability analysis is reliability analysis. The reliability test of the questionnaire is carried out with the help of SPSS statistical software. The larger the coefficient, the more stable and reliable the results are. From Table2, we can find that the α value of each scale is above 0.79, and the α coefficient of the total questionnaire is 0.865. Ming long, Wu (2000) mentioned in his article that the reliability coefficient value greater than 0.7 indicates that the reliability of the scale is good[7]. This shows that the questionnaire has good reliability and the design of each item is reasonable.

Table 1. Scale validity analysis (data from survey)

variable name	Cronbach'α	AVE	CR
share frequency	0.798	0.5309	0.8140
share specification	0.794	0.5658	0.7951
share interaction	0.809	0.5884	0.8109
organizational identity	0.894	0.5856	0.8943
Turnover Intention	0.864	0.6856	0.8671

4.2.2. Validity analysis.

The validity analysis of the questionnaire refers to the degree of agreement between the measured content and the content of the survey, and the more consistent the content, the higher the validity. In this paper, we use standardized factor loading, average variance extracted value (AVE), and combined reliability (CR) as the evaluation indicators of validity. For details, see Table2. From Table1, we know that the normalized factor loadings are all greater than 0.5, the AVE values are all greater than 0.5, and the CR values are all greater than 0.7. When each factor loading is greater than 0.5, the AVE value is greater than 0.5 and the CR value is greater than 0.7, the aggregate validity of the scale is considered to be high. Therefore, it can be shown that the scale has good convergent validity.

4.2.3 Measurement model Fitting test.

According to the structural equation model fitting criteria, the model in this study has a good degree of fit, and all indicators meet the requirements, indicating that the model has achieved a good match with the collected data.

Table 2. Measurement model matching degree (data from survey)

Model checking metrics	CMIN/DF	RMSEA	GFI	AGFI	CFI	TCL
model fit value	2.344	0.058	0.918	0.890	0.957	0.949

4.2.4 Correlation analysis between variables.

Correlation analysis of research variables can help us understand the dependencies between variables. The academic community usually uses the correlation coefficient of the Pearson correlation analysis method to judge the strong and weak relationship between variables. The larger the coefficient value, the higher the degree of dependence between the two. The results are shown in Table 3.

Table 3. Correlation analysis between variables (data from survey)

	share frequency	share specification	share interactive	organize identify	turnover intention
Share frequency	1				
share specification	.710 **	1			
share interaction	.699 **	.734 **	1		
organizational identity	.688 **	.704 **	.774 **	1	
turnover intention	-.528 **	-.449 **	-.520 **	-.468 **	1

Note: ** .correlation is significant at the 0.01 level (two-tailed)

It can be seen from Table3 that there is a significant positive correlation between sharing frequency, sharing norms, sharing interaction and organizational identity. The higher the sharing frequency of employees in WeChat Moments, the higher the degree of organizational identification; the degree of interaction between employees and leaders or colleagues in WeChat Moments will also affect their organizational identification. Sharing frequency, sharing norm, sharing interaction, and organizational identity were all negatively correlated with employees' turnover intention. When employees rarely share work-related information in WeChat Moments, and rarely engage in interactive activities such as likes or comments with leaders or colleagues in WeChat Moments, it shows that they have a strong willingness to leave their current unit. Therefore, Hypothesis 1, Hypothesis 2 and Hypothesis 3 are verified.

4.2.5 Test of mediating variables.

At present, many scholars such as Gu Hui min (2017) use the mediating effect test procedure proposed by Baron & Kenny. This method can deal with three variables at the same time[3], while the classical mediation test requires sequential regression from Table 4, we can know that sharing frequency can significantly negatively predict turnover intention, and sharing frequency can positively predict organizational identity. When both sharing frequency and organizational identification enter the regression equation at the same time, the regression coefficient of sharing frequency ranges from -0.528 to -0.391, indicating that organizational identification plays a mediating role. Since the test of the classical mediation effect has been questioned by scholars, this study conducted the mediation effect test again based on the Bootstrap method proposed by Hayes et al. including 0, it can be explained that its mediating effect between the two is significant.

From Table5, we can know that sharing norm can significantly and negatively predict turnover intention, and sharing norm can significantly and positively predict organizational identity. When sharing norm and organizational identity enter the regression equation at the same time, sharing norm and organizational identity can significantly predict turnover tendencies, while the regression coefficients of sharing norm

Table 4. The effect of sharing frequency on turnover intention (data from survey)

Model	independent variable	dependent variable	standardized coefficient	T value	P value	Adj.R^2	F value
Model 1	Share frequency	Turnover Intention	-.528	-12.145	.000	.277	154.132
Model 2	Share frequency	organizational identity	.688	18.939	.000	.473	358.690
Model 3	Share frequency organizational identity	Turnover Intention	-.391 -.199	-6.760 -.3.436	.000 .001	.296	85.061

ranged from -0.449 to -0.237, suggesting that organizational identity played a partial mediating role between the two. Bootstrap test showed that the confidence interval of the mediating effect of organizational identification was (-0.3828, -0.1209), excluding

0, which indicated that the mediating effect of organizational identification was significant.

Table 5. The impact of sharing norms on turnover intention (data from survey)

Model	independent variable	dependent variable	standard-ized coefficient	T value	P value	Adj. R^2	F value
Model 1	share specification	Turnover Intention	-.449	-10.03	.000	.200	100.53
Model 2	share specification	organiza-tional identity	.704	19.756	.000	.494	390.31
Model 3	share specification organization-al identity	Turnover Intention	-.237 -.302	-3.865 -4.926	.000 .000	.244	65.362

From Table 6, we can know that sharing interaction can significantly negatively predict turnover intention, and sharing interaction can significantly positively predict organizational identification. When sharing interaction and organizational identification enter the regression equation at the same time, sharing interaction and organizational identification can significantly predict turnover tendencies, while the regression coefficients of sharing interaction ranged from -0.520 to -0.392, indicating that organizational identity played a partial mediating role between the two. Bootstrap test showed that the confidence interval of the mediating effect of organizational identity was (-0.2911, -0.0049), which indicated that its mediating effect was significant between the two.

Table 6. The impact of sharing interaction on turnover intention (data from survey)

Model	independent variable	dependent variable	standardized coefficient	T value	P value	Adj.R^2	F value
Model 1	Share interaction	Turnover Intention	-.520	-12.1	.000	.268	147.235
Model 2	Share interaction	organiza-tional identity	.774	24.37	.000	.598	593.854
Model 3	Share interaction organizational identity	Turnover Intention	-.392 -.165	-5.83 -2.46	.000 .014	.277	77.576

Through the above analysis, we can know that the first three hypotheses of this paper have been tested again, and the mediating effect of organizational identification has also been tested. Therefore, the hypotheses are all established.

5   Conclusion

By searching a large number of documents, the author deeply thinks about the problem, and then forms the research framework of this paper. After conducting in-depth interviews with the respondents, the questionnaires of this paper are formed, and then the

questionnaires are distributed and recovered by means of the Questionnaire Star platform. Through the above analysis and sample data processing, this paper draws the following four conclusions: (1) Sharing behavior negatively predicts turnover intention; (2)Sharing behavior is positively correlated with organizational identity; (3) Organizational identity is positively correlated with turnover intention Negative correlation; (4) Organizational identity plays a mediating role between sharing behavior and turnover intention.

Acknowledgements

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