

THE IMPACT OF PATERNALISTIC LEADERSHIP ON THE WILLINGNESS OF RETENTION FOR THE EMPLOYEES IN REAL ESTATE INDUSTRY - ORGANIZATIONAL IDENTITY AND JOB SATISFACTION AS THE MEDIATING VARIABLES

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Abstract

As per the viewpoints in human resource management, this study intends to discuss the impact of supervisors' paternalistic leadership styles on employees' willingness of retention in real estate agents as well as the mediating effects of employees' organizational identity and job satisfaction. It is expected to provide managers or supervisors with better directions and planning for talent management.

By questionnaire survey, stratified purposive sampling is used for distributing 207 copies of questionnaire. Deducting 36 invalid copies, total 171 valid copies are returned, with the effective retrieval rate 82.6%.

Using SPSS 22.0 to proceed the analysis in this study. Descriptive statistics, simple regression and hierarchy regression analysis are adopted in the analysis. The results show significantly positive impact of paternalistic leadership on employees' willingness of retention, organizational identification and job satisfaction; significantly positive impact of organizational identification on willingness of retention, significantly positive impact of job satisfaction on willingness of retention. Furthermore, both mediating effects of organizational identification and job satisfaction in the relationship between paternalistic leadership and willingness of retention, respectively. Related suggestions and implications are also proposed in the study for the reference of management and academia practice.

Keywords: paternalistic leadership; organizational identification; job satisfaction; willingness of retention; real estate industry

Introduction

Real estate industry is a type of human-centered service industry. For consumers, the transaction shows relatively high prices and complicated procedures that it requires high integrity and professional service. Nevertheless, the turnover rate in real estate industry is high, revealing that it is not simply to provide high salary or bonus for retaining employees in the organization. The

promotion of human resource management to enhance the willingness of retention therefore becomes a research motivation in this study.

Leadership has been the focus in the discussion of human resource management. Leadership in past decades has been changed from contingency theories of leadership to new-style theories of leadership, in which paternalistic leadership presents distinct practice or styles due to the cultural characteristics in oriental countries.

Fan and Cheng (2000) divided paternalistic leadership into three dimensions of “obligation”, “authority”, and “morality” to present three leadership styles of authoritarian leadership, benevolent leadership, and moral leadership. Paternalistic leadership was further defined as “a leader presenting clear and powerful authority, but being benevolent towards, taking care of, and being considerate of the subordinates as a father, and showing high moral leadership” (Fan & Cheng, 2000).

Furthermore, employees with higher organizational identification show lower turnover intention, i.e. higher willingness of retention. A lot of research found out the complete mediation effect of organizational identification on motivational factors and turnover intention. A leader would attract and encourage the employees by promoting their work performance or enhancing the job satisfaction and organizational identification to further enhance the willingness of retention. For this reason, this study intends to discuss the effect of supervisors’ paternalistic leadership on employees’ willingness of retention in real estate industry, from the viewpoint of leadership styles (paternalistic leadership) in human resource management as well as the job satisfaction and the correlations with and effects on organizational identification. It is expected to provide managers or supervisors with better talent management directions and planning.

Literature review

I. Paternalistic leadership

Leadership is art. All managers understand the primary role of a leader in the success of an enterprise/organization. Burns (1978) indicated that leadership was to skillfully apply guiding, psychological, or other resources to induce employees’ inner affection for the behavioral model with encouragement and security.

Paternalistic leadership would present distinct leadership contents due to different culture. Westwood and Chan (1992) indicated that paternalistic leadership was similar to patriarchic leadership style, presented clear and strong authority and power, but covered benevolent leadership, as a father treating the children to take care, consider, and concern about the subordinates, and moral leadership. Farh and Cheng (2000) regarded paternalistic leadership as the leadership with strict disciplines, benevolence and authority as a father, and high personal integrity.

II. Willingness of retention

Willingness of retention refers to an employee, according to personal career planning and development, being willing to continue the work in the original organization (Tsai and Lu,

1998). Relative to retention, “turnover” refers to an employee resigning the original position in the organization and terminates the employment relationship with the original organization to disengage the relationship (Wang, 2006). Retention contains two meanings. Organizational retention refers to an employee staying to work in the same organization; and, professional retention indicates that an employee continues the work in the same professional field (Genevieve, 1990). Lai (2007) considered willingness of retention as an employee’s intention to continue the current work when appearing organizational identification after the subjective evaluation.

III. Organizational identification

Each enterprise would expect the employees completing the organizational tasks and presenting responsible attitudes to achieve the objective. It is therefore extremely important to have employees agree with the company missions and objectives (Wu, 2008). He and Brown (2013) pointed out organizational identification as a key factor in employees’ attitudes and behaviors. Shu, Cheng, and Huang (2002) regarded organizational identification as the process and result of a person defining himself/herself, through which the person could connect self-concept with the organization. Dutton, Dukerich, and Harquail (1994) considered that an employee would appear organizational identification after deeply understanding the organization. The employee, when admitting himself/herself as a member of the organization, would be willing to regard the organizational identity as a part of the identity and accept the close correlations with the organization to further present organizational identification.

IV. Job satisfaction

People, in past years, have enhanced the basic physiological and security needs to the emphasis on the quality of life that working is no longer the pursuit of money, but the higher expectation from work, such as sense of achievement. Job satisfaction is one of the measurement indicators. Chang (2009) indicated that job satisfaction would directly affect employees’ work performance and productivity as well as reduce employees’ turnover. It was a critical key in turnover.

Job satisfaction is the perceived affective response of an employee from the work role in the organization that high job satisfaction would appear when positive affective response is perceived; otherwise, negative one would be perceived (Vroom, 1973). Prosen (2015) pointed out job satisfaction as an employee’s physiologically and psychologically subjective satisfaction with the work situation. Ones with high job satisfaction would receive positive emotional feedback in the tasks.

V. Hypothesis development

(1) Paternalistic leadership and willingness of retention

In the research on the effects of Chinese moral leadership on organizational commitment, job satisfaction, and turnover intention of business employees, Peng (2005) found out the significant effects of moral leadership on both job satisfaction and turnover intention. On the study of the relationship between paternalistic leadership, job satisfaction and retention in international tourist hotels in Taiwan, Li (2011) discovered the remarkable effect of paternalistic leadership on willingness of retention. Shih and Huang (2015) discovered in the research on the impact of a manpower flexibility strategy on nurse retention that supervisors’ leadership styles would affect

willingness of retention. A nurse with higher satisfaction with the supervisor's leadership style would enhance the willingness of retention. Accordingly, the following hypothesis is proposed in this study.

H1: Paternalistic leadership presents significantly positive effect on willingness of retention.

(2) Paternalistic leadership and organizational identification

Runyon (1973) found out notably positive effects of participative leadership style and telling leadership style on organizational identification. Bennington (2000) pointed out the significant relationship between leadership practice and organizational identification. Ellemers, De Gilder and Haslam (2004) stated that the organizational identification process allowed employees presenting consensus on objectives to promote the cooperation, environmental adaptation, and morale. In the research on the relationships among leadership behavior, organizational identification and organizational learning, Du, Tseng, Huang, and Shih (2009) pointed out the remarkable effect of leadership behavior on organizational identification. Li and Chang (2014) studied the effect of paternalistic leadership of university PE chairmen on teachers' job satisfaction and organizational citizenship behavior with leader-member exchange as the intervening variable and found out notably positive effects of university PE chairmen's paternalistic leadership on teachers' organizational citizenship behavior. The following hypothesis is therefore proposed in this study.

H2: Paternalistic leadership shows significantly positive effect on organizational identification.

(3) Organizational identification and willingness of retention

Hsieh (2012) discovered in the exploratory research on the factors in the retention of dispatched employees changing to full-time employees of C Bank collectors that temp workers transferring to full-time staff would enhance the organizational identification, really perceive themselves as the members of the company, and would be willing to work hard for the company. In the study of the influence of job mobility on turnover intention – the case from Mongolia's civil servants, Liu, Shu, Wen, and Lin (2015) found out the negative effect of organizational identification on civil servants' turnover intention. Wu (2017) studied the influence of organization identity, burnout and turnover intention on enterprise – an example as Coretronic Corporation and proposed the significantly negative correlation between organizational identification and turnover intention. In this case, the following hypothesis is proposed in the study.

H3: Organizational identification reveals significantly positive effect on willingness of retention.

(4) Mediating effect of organizational identification

Chang (2010) discovered that employees with higher organizational identification showed lower turnover intention, i.e. higher willingness of retention. Besides, organizational identification revealed complete mediation effects on motivational factors and turnover intention. It is considered in this study that a leader's leadership style, e.g. paternalistic leadership, would have the employees perceive the emphasis from the supervisor to further enhance the organizational identification. An employee with high organizational identification would enhance the

willingness of retention because of the reciprocal relationship as a member of the organization. The following hypothesis is therefore proposed in this study.

H4: Organizational identification shows a significantly mediating effect on the relationship between paternalistic leadership and willingness of retention.

(5) Paternalistic leadership and job satisfaction

Chu (2013) stated in the study on the relationship among paternalistic leadership, trust, job satisfaction, and organizational citizenship behavior – an example of security industry that authoritarian leadership and job satisfaction did not achieve the significance, while moral leadership and benevolent leadership showed remarkably positive correlations with job satisfaction. In the study on the effect of paternalistic leadership of university PE chairmen on job satisfaction and organizational citizenship behaviors of PE teachers: the leader-member exchange relationship as a mediator, Li and Chang (2014) found out the notably positive effect of university PE chairmen's paternalistic leadership on teachers' job satisfaction and proposed that benevolent leadership of PE chairmen appeared the largest effect on the promotion of teachers' job satisfaction. In the research on the relationships among corporate culture, paternalistic leadership, and job performance - a case study of Chunghwa Telecom Company, Lin (2014) pointed out significantly positive effects of benevolent leadership and moral leadership on job satisfaction, where moral leadership revealed the higher effect on job satisfaction than benevolent leadership, and authority leadership appeared notably negative effects on job satisfaction. The following hypothesis is further proposed in this study.

H5: Paternalistic leadership appears significantly positive effect on job satisfaction.

(6) Job satisfaction and willingness of retention

Karsh, Booske and Sainfort (2005) indicated that employees' high job satisfaction could reduce the turnover intention and enhance the willingness of retention. Xiong (2008) studied the moderating effects of organizational identification in the decision of employees' turnover intention and found out the remarkable explanatory power of overall job satisfaction on employees' turnover intention. Chu, Lin, and Chung (2014) discovered in the study on the effects of organizational capabilities on employees' job performance and retention - the mediating role of employee satisfaction that employee satisfaction presented positive effects on the willingness of retention. In the investigation into relationship between job satisfaction and nurse retention - workplace violence as moderator, Lin, Yun, and Chang (2016) pointed out the positive effect of nurses' job satisfaction on the willingness of retention. Accordingly, the following hypothesis is proposed in this study.

H6: Job satisfaction reveals significantly positive effect on willingness of retention.

(7) Mediating effect of job satisfaction

Peng (2005) studied the effect of Chinese moral leadership on organizational commitment, job satisfaction, and turnover intention of business employees and discovered that a supervisor with moral leadership would enhance employees' job satisfaction and further reduce the turnover intention. In the research on correlations among supervisors' leadership styles, employees' job

satisfaction, and willingness of retention – a case of a food company, Cheng (2011) proposed the notably positive correlations between supervisors’ leadership styles and employees’ job satisfaction, supervisors’ leadership styles and employees’ willingness of retention, as well as employees’ job satisfaction and willingness of retention. Liu, Lu, and Chang (2012) stated in the research on the relationship among individual cognition of organizational change, job satisfaction, leadership style and turnover intention—the case of reorganizing of CSIST to be administrative incorporation that a supervisor with “moral leadership” would enhance employees’ job satisfaction and reduce the turnover intention. The following hypothesis is then proposed in this study.

H7: Job satisfaction has a significant mediating effect on the relationship between paternalistic leadership and willingness of retention.

Research method

I. Research structure and hypothesis

According to literature data, paternalistic leadership shows effects on willingness of retention, organizational identification, and job satisfaction, and organizational identification and job satisfaction would affect willingness of retention. As a result, the research structure for this study is shown in Figure 1.

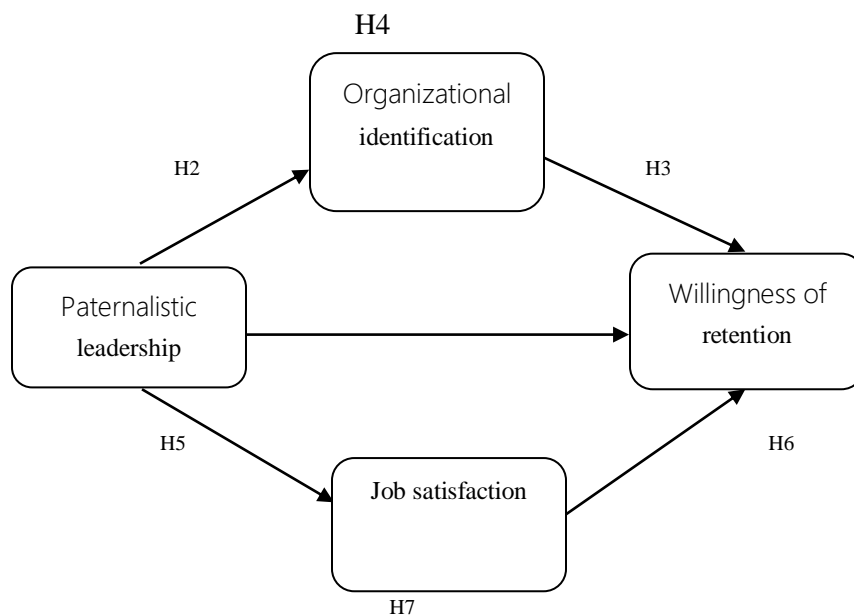


Figure 1 Research structure

II. Questionnaire design

(1) Paternalistic leadership

The paternalistic leadership scale, total 10 items, referring to the “paternalistic leadership scale” proposed by Cheng (1999) (Chen, 2015), is applied in this study. It is measured with Likert 5-point scale.

(2) Organizational identification

The organizational identification scale, total 5 items, referring to the items in the scale made by Meal and Ashforth (1992) for measuring employees’ organizational identification (Lin, 2015), is adopted in this study. It is measured with Likert 5-point scale.

(3) Job satisfaction

The job satisfaction scale, total 3 items, referring to the items in “Michigan Organizational Assessment Questionnaire” (Cammann et al., 1979) used by Lu, Lin, and Yang (2015), is applied in this study. It is measured with Likert 5-point scale.

(4) Willingness of retention

The willingness of retention scale, total 6 items, referring to the items in “work intention” proposed by Chen (1990) (Lin, 2010), is utilized in this study. It is measured with Likert 5-point scale.

III. Research subject and sampling

This study aims to discuss the relationship among paternalistic leadership, organizational identification, job satisfaction, and willingness of retention of employees in the sales department in the real estate agency S.Y. The research population is defined as “all employees currently in the sales department in the real estate agency S.Y.”

With stratified purposive sampling, 456 apple stores of S.Y. in Taiwan are divided into two areas of Taipei/New Taipei cities and non-Taipei/New Taipei cities. Twenty stores from each area are sampled for the questionnaire distribution. To enhance the employees’ response willingness and avoid the distortion of answers due to supervisors, each copy of questionnaire is offered a sealable envelope for the employees returning the questionnaire in the sealed envelope. The retrieved copies are filed for statistical analyses and explanations.

IV. Data analysis

With quantitative questionnaire survey, the questionnaire data are preceded descriptive statistics, reliability analysis, t test, ANOVA, and regression analysis with SPSS 22.0.

Data processing and analysis

I. Descriptive statistics

With purposive sampling, employees in S.Y. in Taiwan are distributed the questionnaire. Total 207 copies are distributed in October 11-31, 2018. Total 36 copies are invalid to have valid copies 171, with the retrieved rate 82.6%. There are 5 items for personal basic data in this study. Most of the respondents are male, about 57.9%, single, about 73.7%, and aged 20-30, about 58.5%. Most of them graduate from colleges and universities, about 96.5%, and show the seniority in the company for 0-2 years, about 48.5%.

II. Reliability analysis

With reliability test, the Cronbach's α of dimensions achieves above 0.7, revealing certain degree of reliability of the dimensions.

Table 1 Reliability coefficients of dimensions

dimension	No. of item	Cronbach's α
paternalistic leadership	10	0.962
organizational identification	5	0.875
job satisfaction	3	0.915
willingness of retention	5	0.726

III. Regression analysis

To understand the significance of dimensions and the mediation effects in the relationship between paternalistic leadership, organizational identification, job satisfaction and willingness of retention, regression analysis is utilized for the analysis.

(1) Regression analysis of paternalistic leadership to dimensions

From Table 2, the regression analysis $R^2=0.282$ between paternalistic leadership and willingness of retention shows that paternalistic leadership could explain 28.2% variance of willingness of retention. After removing the effect of covariance, the variance explained of paternalistic leadership to willingness of retention appears 27.9% ($\text{adj.}R^2=0.279$). The regression equation achieving the significance ($F=66.788$, $p<0.01$) reveals the significant effect of paternalistic leadership on willingness of retention. H1 that paternalistic leadership presents remarkably positive effects on willingness of retention is supported.

The regression analysis $R^2=0.198$ between paternalistic leadership and organizational identification shows that paternalistic leadership could explain 19.8% variance of organizational identification. After removing the effect of covariance, the variance explained of paternalistic leadership to organizational identification appears 19.3% ($\text{adj.}R^2=0.193$). The regression equation reaching the significance ($F=41.682$, $p<0.001$) reveals the notable effect of paternalistic leadership on organizational identification. H2 that paternalistic leadership presents significantly positive effects on organizational identification is supported.

The regression analysis $R^2=0.281$ between paternalistic leadership and job satisfaction shows that paternalistic leadership could explain 28.1% variance of job satisfaction. After removing the effect of covariance, the variance explained of paternalistic leadership to job satisfaction appears 27.7% ($\text{adj.}R^2=0.277$). The regression equation achieving the significance ($F=65.987$, $p<0.001$) shows the remarkable effect of paternalistic leadership on job satisfaction. H5 that paternalistic leadership reveals notably positive effects on job satisfaction is supported.

Table 2 Regression analysis of paternalistic leadership to willingness of retention

dependent variable independent variable	willingness of retention				
	β	R ²	adj.R ²	F	P
paternalistic leadership	0.532	0.283	0.279	66.788***	0.000
	organizational identification				
paternalistic leadership	0.445	0.198	0.193	41.682***	0.000
	job satisfaction				
paternalistic leadership	0.530	0.281	0.277	65.987***	0.000

*p<0.05, **p<0.01, ***p<0.001

(2) Regression analysis of organizational identification, job satisfaction, and willingness of retention

From Table 3, the regression analysis $R^2=0.317$ between organizational identification and willingness of retention reveals that organizational identification could explain 31.7% variance of willingness of retention. After removing the effect of covariance, the variance explained of organizational identification to willingness of retention appears 31.3% (adj.R²=0.313). The regression equation reaching the significance (F=78.390, p<0.001) shows the notable effect of organizational identification on willingness of retention. H3 that organizational identification presents significantly positive effects on willingness of retention is supported.

The regression analysis $R^2=0.601$ between job satisfaction and willingness of retention shows that job satisfaction could explain 60.1% variance of willingness of retention. After removing the effect of covariance, the variance explained of job satisfaction to willingness of retention appears 59.9% (adj.R²=0.599). The regression equation reaching the significance (F=254.488, p<0.001) reveals the remarkable

effects of job satisfaction on willingness of retention. H6 that job satisfaction shows notably positive effects on willingness of retention is supported.

Table 3 Regression analysis of organizational identification and job satisfaction to willingness of retention

dependent variable independent variable	willingness of retention				
	β	R ²	adj.R ²	F	P
organizational identification	0.563	0.317	0.313	78.390***	0.000
	willingness of retention				
job satisfaction	0.775	0.601	0.599	254.488***	0.000

*p<0.05, **p<0.01, ***p<0.001

(3) Mediating effect of organizational identification

From Table 4, paternalistic leadership presents remarkable effects on willingness of retention in the hierarchical regression model, and $\beta=0.532$ is significant. From Table 3, organizational identification shows notable effects on willingness of retention, and $\beta=0.563$ is significant. Taking paternalistic leadership and organizational identification as the predictive variables for the regression analysis of willingness of retention, from Model 2 in Table 4, paternalistic leadership appears significant explanatory ability after adding the intervening variable (organizational identification), and $\beta=0.407$ is significant. From Model 2, the predictability of paternalistic leadership remarkably reduces from 0.532 down to 0.351, and the explanatory power R² enhances from 0.283 to 0.416 that organizational identification presents partial mediation effects. H4 that organizational identification shows mediation effects on the relationship between paternalistic leadership and willingness of retention is supported.

Table 4 Mediating effect of organizational identification

	willingness of retention	
	Model 1	Model 2
paternalistic leadership	0.532***	0.351***
organizational identification		0.407***
R ²	0.283	0.416
adj.R ²	0.279	0.409
F	66.788***	59.809***

*p<0.05, **p<0.01, ***p<0.001

(4) Mediating effect of job satisfaction

From Table 5, paternalistic leadership appears significant effects on willingness of retention in the hierarchical regression model, and $\beta=0.532$ is significant. From Table 3, job satisfaction presents notable effects on willingness of retention, and $\beta=0.775$ is significant. Taking paternalistic leadership and job satisfaction as predictive variables for the regression analysis of willingness of retention, paternalistic leadership shows remarkable explanatory ability after adding the intervening variable (job satisfaction) in Model 2 in Table 5, and $\beta=0.686$ is significant. From Model 2, the predictability of paternalistic leadership notably reduces from 0.532 down to 0.169, and the explanatory power R² enhances from 0.283 to 0.621 that job satisfaction reveals partial mediation effects. H7 that job satisfaction appears mediation effects on the relationship between paternalistic leadership and willingness of retention is supported.

Table 5 Mediation effects of job satisfaction

	willingness of retention	
	Model 1	Model 2
paternalistic leadership	0.532***	0.169***
job satisfaction		0.686***
R ²	0.283	0.621
adj.R ²	0.279	0.617
F	66.788***	137.891***

*p<0.05, **p<0.01, ***p<0.001

Conclusions, discussions and suggestions

I. Research conclusions

Table 2 shows that H1 is supported. The research results correspond to the viewpoints of several researchers that ones with paternalistic leadership would present the leadership style with authority and benevolence. A leader with personal authority and good morality would concern about, teach, and protect the employees; the employees would be convinced, conform to, and agree with the leader to enhance the willingness of retention (Peng, 2005; Li, 2011; Shih & Huang, 2015).

From Table 2, H2 is supported. Such a research result corresponds to the viewpoints of several researchers that a supervisor's leadership style is extremely important. An employee, when often perceiving the supervisor's concern and consideration, would feel being emphasized and better agree with the supervisor and the organization. Benevolent leadership in paternalistic leadership refers to a leader taking care of and considering the subordinates as a father and would timely propose viewpoints about the subordinates' opinions. Furthermore, moral leadership refers to a leader presenting professional knowledge and ability as well as high morality, and would complete the group benefits by sacrificing himself/herself. A supervisor well applying paternalistic leadership style would enhance the employees' organizational identification in order to acquire identification and affirmation (Ellemers, De Gilder & Haslam, 2004; Li & Chang, 2014).

From Table 3, H3 is supported. The research result corresponds to the viewpoints proposed by several researchers. An employee, when feeling being emphasized, would internalize it into self-identity to further generate organizational identification. An employee with high organizational identification would regard the organization as his/hers and enhance the performance, attitudes, and willingness of retention (Xiong, 2008; Hsieh, 2012; Wu, 2017).

From Table 4, H4 is supported. The result corresponds to the viewpoints of several researchers. In addition to work support, a leader would concern about the subordinates' personal problems or life and offer assistance or inquiry when necessary. When the subordinates perform badly or appear major mistakes, the leader would maintain the face and avoid exposure or criticism in public. Moreover, the leader would be the example of the subordinates with personal conduct and accomplishment of self-restraint, unselfishness, and fairness to acquire the subordinates' identification, admiration, and imitation. A leader's leadership style, e.g. paternalistic leadership, therefore would have the employees feel the emphasis from the supervisor to enhance the organizational identification. An employee with high organizational identification would consider himself/herself as a member of the organization, with reciprocal relationship, to enhance the willingness of retention (Chang, 2010).

Table 2 reveals that H5 is supported. Corresponding to the viewpoints of several researchers, the result shows positive and notable effects of benevolent leadership and moral leadership on employees' job satisfaction, while authority leadership appears negative effects. A supervisor could well apply paternalistic leadership styles, especially benevolent leadership and moral leadership, to lead the employees and enhance their job satisfaction (Li, 2011).

Table 3 reveals that H6 is supported. Corresponding to the viewpoints of several researchers, an employee being satisfied with the work would further promote the job satisfaction to appear positive actions (e.g. enhancing work performance) or positive emotion (e.g. willingness of retention) (Lin, 2010; Lin, Yun & Chang, 2016).

Table 5 shows the support to H7. Corresponding to the viewpoints of several researchers, leadership styles present remarkably positive effects on job satisfaction, and job satisfaction reveals notable effects on willingness of retention. When a supervisor presents moral leadership, the employees would enhance the job satisfaction and further reduce the turnover intention (Peng, 2005; Liu, Lu & Chang, 2012).

II. Research contribution and management implication

Going through the research background and motivation, hypothesis derivation, and experiment process, practical management meanings are proposed in this study for enterprises.

The research results reveal the mediation role of organizational identification in the relationship between paternalistic leadership and willingness of retention. It also reveals the effect on employees' organizational identification when leadership styles are used for enhancing employees' willingness of retention.

An employee, when considering himself/herself as a member of the organization, would be willing to regard organizational identity as a part of self-identity and feel the close correlation with the organization to further appear organizational identification. With identification, the leader's leadership styles would be responded. In this case, a leader with paternalistic leadership, especially benevolent leadership or moral leadership, would take care of the employee and maintain the employee's face; or, the leader would make the example. Such leadership behaviors would have the employees with higher organizational identification prefer the company and further enhance the willingness of retention.

In the workplace, an employee being satisfied with the work or the relevant affairs would present positive emotion about the work to make efforts or enhance the willingness of retention.

An employee would acquire job satisfaction from personal work value, achievement, work pay or welfare, promotion, leadership style, and interpersonal relationship. The employee with satisfactory emotion would perform positive attitudes toward work and positive work tendency. With satisfactory emotion, the employee would further enhance the job satisfaction to appear positive actions (e.g. enhancing work performance) or positive emotion (e.g. willingness of retention).

III. Research suggestions

According to the methods available for future research, the following suggestions are proposed in this study.

(1) Application of qualitative research

Questionnaire survey is applied to this study. It is the quantitative research which could merely present the objective current situation, but not the employees' emotional state of perceived

leadership, organizational identification, job satisfaction, and willingness of retention, or in-depth discussion. Future studies on the issues of leadership, organizational identification, job satisfaction, and willingness of retention are suggested to attempt qualitative research to enhance the research depth and width.

(2) Other analysis methods for mediating

The research data are mainly analyzed with regression analysis in SPSS to discuss the entire hypothesis structure. Baron and Kenny's mediation effect test is utilized for the mediation effects in this study. It is suggested that sobel-test could be included in future studies for analyzing the mediation effects so as to make the analysis stricter. Moreover, it is also suggested that process or amos could be used for testing the indirect effects and the proportion in order to perfect the research.

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