THE IMPACT OF ORGANIZATIONAL TRUST ON EMPLOYEE RETENTION INTENTION: THE MEDIATING EFFECTS OF MANAGEMENT INNOVATION AND JOB SATISFACTION

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This study focuses on exploring the crucial impact of organizational trust on employees' intention to remain within a complex and dynamic organizational environment. It thoroughly investigates the mediating roles of management innovation and job satisfaction within this relationship. Employing a quantitative research design, large-scale empirical data were collected from employees in Chinese enterprises to validate hypotheses and correlation patterns. The findings reveal significant positive associations between organizational trust, management innovation, job satisfaction, and employees' intention to remain. Specifically, both management innovation and job satisfaction mediate the relationship between organizational trust and employees' intention to remain, thereby strengthening this connection. This research provides substantial insights for human resource management, aiding in the formulation of effective talent retention strategies that enhance employee loyalty, intention to remain, and ultimately foster the stability and growth of enterprises. In the post-pandemic era, this study offers practical guidance for human resource management in Chinese enterprises and propels innovative practices in organizational development. By in-depth analysis of influencing factors, this research furnishes theoretical support and empirical groundwork for business decision-makers and the academic community alike.

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Keywords: organizational trust; employee retention intention; management innovation; job satisfaction

Introduction

The focus of this study is on exploring the impact of organizational trust on employees' retention intentions, with a particular emphasis on the interrelationships among various variables in the post-COVID-19 era's complex and diverse landscape. This research holds significant importance as organizations continuously face challenges in retaining talent, which is a crucial factor for sustaining a competitive edge in the increasingly volatile, uncertain, complex, and ambiguous (VUCA) global environment. The global COVID-19 pandemic has further exacerbated this instability, greatly affecting workplace dynamics and employee expectations. Hence, this study aims to comprehensively understand how organizational trust, management innovation, job satisfaction, and retention intentions interact and influence each other in the context of transformative work environments.

As an integral part of the research foundation, an extensive literature review was conducted. This comprehensive review sought to outline the major research and theories underpinning the connections between organizational trust, management innovation, job satisfaction, and retention intentions. By critically analyzing the existing knowledge, this review served two primary purposes. Firstly, it provided a theoretical basis for the study. Secondly, it highlighted gaps in the existing literature, thereby justifying the necessity of this research. Additionally, this review considered the significant changes brought about by the COVID-19 pandemic and explored how it reshaped the understanding and application of these variables.

Building upon the literature review, the study formulated a research model depicting expected associations among the key constructs. The model posits that organizational trust and management innovation positively influence job satisfaction, consequently enhancing employees' retention intentions. Furthermore, the model hypothesizes that these relationships may be moderated by organizational and individual factors such as organizational culture, leadership style, and demographic characteristics. Additionally, the model takes into account the role of the post-COVID-19 work environment as an additional moderating factor, particularly focusing on aspects like remote work, digital preparedness, and the pressures resulting from the pandemic.

To enhance the generalizability and applicability of the findings, this study employed a cross-sectional survey method to empirically investigate samples from various industries. The survey instrument was designed to measure organizational trust, management innovation, job satisfaction, and employee retention intentions, along with collecting data on potential moderating variables, including organizational and individual factors, and context-specific factors in the post-pandemic backdrop. Regarding data analysis, robust statistical techniques such as regression analysis and structural equation modeling were utilized to validate the proposed relationships in the research model and explore the extent of the impact of the post-COVID-19 era on these relationships.

The study's outcomes are expected to significantly contribute to the existing literature on employee retention. By delving deep into the interactions between organizational trust, management innovation, job satisfaction, and their influence within the current work environment, this research provides a nuanced understanding of how these variables
collectively shape employees' intentions to stay. Moreover, the study attempts to delve into the moderating role of the post-COVID-19 era, unveiling how the pandemic has altered workplace dynamics.

Beyond theoretical contributions, this research holds practical significance. The findings can offer critical insights for managers and HR professionals to design and implement policies and practices aimed at enhancing employees' retention intentions. Given the intensifying talent competition and the rapidly changing nature of work, these insights are crucial for organizations aiming to attract and retain competent and satisfied employees.

The subsequent stages of this study will discuss the research outcomes in detail, explore their implications, and critically assess the strengths and limitations of the research. The discussion will encompass potential limitations of the research design, offer recommendations for addressing these issues in future research, and explore avenues for further investigation. Amid the rapidly evolving work environment and changing labor expectations, this study underscores the necessity of continuing to explore and understand the factors influencing employee retention.

In conclusion, this study comprehensively investigates the impact of organizational trust, management innovation, and job satisfaction on employees' retention intentions in the post-COVID-19 era, bearing significant academic value. This research aims to provide valuable insights for both the academic realm and the practical domain, supporting the adoption of more effective talent retention strategies in an ever-changing work world.

**Research objectives**

The purpose of this study is to fill the gaps in knowledge and provide insightful contributions to both academic and practical domains.

Objective 1: The first objective of this study is to investigate whether significant differences exist among different demographic groups in terms of organizational trust levels. Recognizing that organizational trust is a critical component of the organizational structure that directly influences employee retention decisions, this research aims to gain a deeper understanding of the role of demographic factors in shaping organizational trust.

Objective 2: The second objective is to examine whether significant differences exist among different demographic groups in terms of retention intentions. Given the vital importance of retention intentions for organizational sustainability, this objective will explore how demographic factors impact this key variable, thus contributing to the field of employee retention research.

Objective 3: The third objective is to explore whether significant differences exist among different demographic groups in terms of management innovation levels. Acknowledging the significance of innovation in contemporary strategic organizational discourse, this objective will delve into how demographic factors influence organizations' perceptions and implementation of management innovation.

Objective 4: The fourth objective is to investigate whether significant differences exist among different demographic groups in terms of job satisfaction levels. This study aims to explore how demographic factors influence job satisfaction, a known critical variable affecting employee retention, thereby addressing an important gap in the existing literature.

Objective 5: The fifth objective is to examine the direct positive impact of organizational trust on retention intentions. This objective will provide insights into how
internal trust within an organization influences retention intentions, offering a more detailed understanding of the role of internal trust.

Objective 6: The sixth objective is to study the mediating role of management innovation between organizational trust and retention intentions. This objective will provide insights into how innovative practices within an organization enhance the positive impact of trust on retention intentions.

Objective 7: The seventh objective is to explore the mediating role of job satisfaction between organizational trust and retention intentions. This objective will investigate how the interplay between job satisfaction and trust influences employees’ retention intentions, thus addressing a significant gap in the existing literature.

Objective 8: The eighth objective is to research the interaction of management innovation and job satisfaction as mediating variables in the relationship between organizational trust and retention intentions. Insights from this investigation will contribute to the theoretical discourse on these constructs and their interplay.

Objective 9: The ninth and final objective is to construct a comprehensive model describing the relationships among organizational trust, management innovation, job satisfaction, and retention intentions among different demographic groups. This model can serve not only as a tool for future academic research but also provide guidance for organizational strategic decisions regarding retention, aiding them in formulating effective retention strategies.

Literature review

In today's rapidly changing global economic environment, organizations face challenges in maintaining competitive advantage and retaining talent. As processes of globalization, anti-globalization, and regional economic integration reshape the business landscape, organizations must adjust their strategies to attract and retain skilled personnel. Against this backdrop, organizational trust has garnered significant attention for its impact on employee retention intentions. This literature review aims to comprehensively analyze the relationship between organizational trust and retention intentions, with a particular focus on the mediating effects of management innovation and job satisfaction.

Organizational trust is a critical factor in establishing and maintaining healthy relationships in the workplace. It encompasses employees' confidence in the integrity, reliability, and fairness of the organization (Rousseau et al., 1998). Trust is crucial for promoting a positive work environment and enhancing employee commitment and loyalty (Dirks & Ferrin, 2001). Numerous studies have demonstrated a strong correlation between organizational trust and employee retention intentions (Colquitt et al., 2007; Robinson, 1996). When employees trust their organization, they are more likely to experience a sense of belonging and commitment, reducing their inclination to voluntarily leave the organization.

However, the relationship between organizational trust and retention intentions is complex and multifaceted. It is influenced by various factors, including the mediating effects of management innovation and job satisfaction. Management innovation refers to the process of generating, managing, and implementing new ideas within an organization (Dodgson et al., 2008; Tidd et al., 2005).

In today's globalized economy, effective management innovation is crucial for organizational competitiveness. Research indicates that management innovation positively
influences employees' job satisfaction (Jiménez-Jiménez & Sanz-Valle, 2011), thus affecting their retention intentions.

Management innovation can serve as a mediating variable between organizational trust and retention intentions. When employees trust their organization, they are more likely to engage in innovative processes, generate creative ideas, take risks, and contribute to the implementation of innovative solutions (McAllister, 1995). These activities contribute to creating a positive work environment and increasing job satisfaction, which in turn influences employees' willingness to remain within the organization (Laursen & Foss, 2003).

Job satisfaction, as another crucial factor, represents employees' overall emotional response to their work (Locke, 1976; Tett & Meyer, 1993). It is a multidimensional construct influenced by various aspects of the work environment, such as job nature, relationships with colleagues and supervisors, and growth and development opportunities. Research consistently indicates that job satisfaction plays a key role in reducing turnover intentions (Porter et al., 1974; Tett & Meyer, 1993). Satisfied employees are more likely to stay within the organization and exhibit lower turnover rates.

Furthermore, job satisfaction can mediate the relationships between organizational trust, management innovation, and retention intentions. Trust in the organization fosters a positive work environment, thereby enhancing job satisfaction (Dirks & Ferrin, 2001). Similarly, effective management innovation practices create a work environment conducive to employee job satisfaction (Jiménez-Jiménez & Sanz-Valle, 2011). Thus, organizational trust and management innovation can indirectly influence employee retention intentions through the mediating effect of job satisfaction (Bateman & Organ, 1983; Judge et al., 2001).

To comprehensively understand the interrelationships between organizational trust, management innovation, job satisfaction, and employee retention intentions, a dual mediation model is proposed. This model posits that organizational trust has both direct and indirect effects on retention intentions. The indirect effects occur through the mediating variables of management innovation and job satisfaction. By considering these mediating variables, this model provides a more comprehensive understanding of the complex relationships among these factors.

In conclusion, this literature review aims to explore the impact of organizational trust on employee retention intentions, with a specific focus on the mediating effects of management innovation and job satisfaction. Drawing upon existing research and theoretical frameworks, this study delves into the intricate interplay among these variables. By enhancing the understanding of these factors, this review seeks to provide valuable insights for organizations seeking effective employee retention strategies and contribute to academic discussions.

**Methodology**

This study targets the general population and adheres to a comprehensive research design. Referring to relevant literature, the research framework postulates hypotheses for organizational trust, management innovation, job satisfaction, and retention intentions. Additionally, measurement, definitions, and data synthesis are conducted for each variable.

The demographic characteristics of the study primarily focus on variables that could influence the proposed hypotheses, including gender, age, and other relevant factors.
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The Organizational Trust Scale is designed based on the Organizational Trust Inventory (OTI). The design of the scale encompasses three dimensions: trust between employees and supervisors, trust among employees, and trust between employees and the organization.

The Management Innovation Scale adopts the management innovation measurement scale. The scale measures organizational changes related to new technologies, systems, methods, practices, and processes. Adjustments and modifications to the scale are made based on the research content, including five evaluation questions. The entire scale uses a five-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree," with scores ranging from 1 to 5, to assess individuals' perceived level of adoption of management innovation practices within the company.

The Job Satisfaction Scale is adapted from the Minnesota Satisfaction Questionnaire. The Minnesota Satisfaction Questionnaire is a multidimensional scale that covers intrinsic satisfaction, extrinsic satisfaction, and overall satisfaction. In this study, the scale is adapted into a Job Satisfaction Scale. The entire scale uses a five-point Likert scale, from 1 ("Strongly Disagree") to 5 ("Strongly Agree"), to measure individuals' perceived level of job satisfaction within the company.

Results

Based on the in-depth analysis of this study, the following conclusions are drawn, demonstrating the impact of factors such as gender, age, education, work experience, and job position on respondents' organizational trust, management innovation, job satisfaction, and retention intentions:

1. The impact of gender: Impact of Gender: Regarding gender, the results of independent sample t-tests shown in Tab. 1 indicate that differences between males and females did not reach a significant level in terms of organizational trust, management innovation, job satisfaction, and intention to stay. Specifically, for organizational trust, the p-value for males and females is 0.956; for management innovation, it's 0.362; for job satisfaction, it's 0.855; and for retention intentions, it's 0.572. Therefore, based on the statistical results, we conclude that gender does not have a significant impact on these dependent variables.

2. Impact of Age: In relation to the factor of age, this study employed one-way ANOVA analysis. The results from Tab. 2 indicate that differences among different age groups were not significant in terms of organizational trust, management innovation, job satisfaction, and intention to stay. Specifically, for organizational trust, the p-value for different age groups is 0.503; for management innovation, it's 0.715; for job satisfaction, it's 0.444; and for retention intentions, it's 0.902. Therefore, we conclude that age does not significantly influence these dependent variables.
Table 1 - Independent samples test
(results of co-authors’ survey)

<table>
<thead>
<tr>
<th></th>
<th>Levine's test of variance equivalence</th>
<th>Mean equivalence t-test</th>
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<tr>
<td></td>
<td>F</td>
<td>significance</td>
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<td></td>
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</tr>
<tr>
<td>Organization Trust</td>
<td>1.061</td>
<td>.304</td>
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<tr>
<td>Innovation Management</td>
<td>.517</td>
<td>.473</td>
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<td></td>
<td></td>
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<tr>
<td>Job Satisfaction</td>
<td>.557</td>
<td>.456</td>
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<tr>
<td></td>
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</tr>
<tr>
<td>Retention Intention</td>
<td>1.294</td>
<td>.256</td>
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</tbody>
</table>

3. Impact of Education: Further analysis was conducted to examine the influence of education on respondents across the dependent variables. The results of one-way ANOVA analysis, as shown in Tab. 3, reveal that there were no significant differences among different education groups in terms of organizational trust, management innovation, job satisfaction, and intention to stay. Specifically, for organizational trust, the p-value among different education groups was 0.797; for management innovation, the p-value was 0.536; for job satisfaction, the p-value was 0.832; and for intention to stay, the p-value was 0.812. Therefore, we conclude that the factor of education does not have a significant impact on these dependent variables.
4. Impact of Tenure: Similarly, one-way ANOVA analysis was employed to explore the effect of tenure. The results, as presented in Table 4, indicate that there were no significant differences among different tenure groups in terms of organizational trust, management innovation, job satisfaction, and intention to stay. Specifically, for organizational trust, the p-value among different tenure groups was 0.829; for management innovation, the p-value was 0.246; for job satisfaction, the p-value was 0.764; and for intention to stay, the p-value was 0.575. Thus, we conclude that tenure does not exert a significant impact on these dependent variables.
Table 4 - Independent samples test of working years  
(results of co-authors’ survey)

<table>
<thead>
<tr>
<th></th>
<th>square sum (e.g. equation of squares)</th>
<th>(number of) degrees of freedom (physics)</th>
<th>mean square</th>
<th>F</th>
<th>significance</th>
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<tr>
<td>Organization Trust</td>
<td>intergroup 78.453</td>
<td>3</td>
<td>26.151</td>
<td>.295</td>
<td>.829</td>
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<tr>
<td></td>
<td>within a group 34283.383</td>
<td>387</td>
<td>88.588</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>(grand) total 34361.836</td>
<td>390</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Innovation Management</td>
<td>intergroup 77.945</td>
<td>3</td>
<td>25.982</td>
<td>1.389</td>
<td>.246</td>
</tr>
<tr>
<td></td>
<td>within a group 7237.191</td>
<td>387</td>
<td>18.701</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(grand) total 7315.136</td>
<td>390</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>intergroup 77.658</td>
<td>3</td>
<td>25.886</td>
<td>.385</td>
<td>.764</td>
</tr>
<tr>
<td></td>
<td>within a group 26011.866</td>
<td>387</td>
<td>67.214</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(grand) total 26089.524</td>
<td>390</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retention Intention</td>
<td>intergroup 54.623</td>
<td>3</td>
<td>18.208</td>
<td>.664</td>
<td>.575</td>
</tr>
<tr>
<td></td>
<td>within a group 10616.344</td>
<td>387</td>
<td>27.432</td>
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<tr>
<td></td>
<td>(grand) total 10670.967</td>
<td>390</td>
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</table>

5. Impact of Position: Through one-way ANOVA analysis, the results presented in Tab. 5 reveal that a significant difference exists among different positions in terms of organizational trust, with a p-value of 0.039, which is less than the significance level of 0.05. However, in terms of management innovation, job satisfaction, and intention to stay, the factor of position did not exhibit a significant impact. Therefore, we conclude that position has a significant impact on organizational trust but not on the other dependent variables.

Table 5 - Independent samples test of position  
(results of co-authors’ survey)

<table>
<thead>
<tr>
<th></th>
<th>square sum (e.g. equation of squares)</th>
<th>(number of) degrees of freedom (physics)</th>
<th>mean square</th>
<th>F</th>
<th>significance</th>
</tr>
</thead>
<tbody>
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<td>Organization Trust</td>
<td>intergroup 734.089</td>
<td>3</td>
<td>244.696</td>
<td>2.816</td>
<td>.039</td>
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<td></td>
<td>within a group 33627.747</td>
<td>387</td>
<td>86.893</td>
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<tr>
<td></td>
<td>(grand) total 34361.836</td>
<td>390</td>
<td></td>
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</tr>
<tr>
<td>Innovation Management</td>
<td>intergroup 56.667</td>
<td>3</td>
<td>18.889</td>
<td>1.007</td>
<td>.390</td>
</tr>
<tr>
<td></td>
<td>within a group 7258.468</td>
<td>387</td>
<td>18.756</td>
<td></td>
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<tr>
<td></td>
<td>(grand) total 7315.136</td>
<td>390</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>intergroup 488.656</td>
<td>3</td>
<td>162.885</td>
<td>2.462</td>
<td>.062</td>
</tr>
<tr>
<td></td>
<td>within a group 25600.868</td>
<td>387</td>
<td>66.152</td>
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<tr>
<td></td>
<td>(grand) total 26089.524</td>
<td>390</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Retention Intention</td>
<td>intergroup 109.769</td>
<td>3</td>
<td>36.590</td>
<td>1.341</td>
<td>.261</td>
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<tr>
<td></td>
<td>within a group 10561.198</td>
<td>387</td>
<td>27.290</td>
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<tr>
<td></td>
<td>(grand) total 10670.967</td>
<td>390</td>
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</table>

6. Regression Analysis and Mediation Effects: Further regression analysis provides deeper insights into the relationships. The results in Tab. 6, 7 and 8 demonstrate the following. Firstly, organizational trust has a significant positive impact on the intention to stay, with an adjusted R-squared value of 0.792, indicating that organizational trust can
The impact of organizational trust on employee intention to stay is highly significant based on the variance test (F-value of 1478.486, p-value less than 0.01), confirming the model's meaningfulness. Moreover, in the analysis of regression coefficients, the relationship between organizational trust and the intention to stay is validated, with an unstandardized coefficient of 0.496, a standardized coefficient of 0.890, and a p-value of 0.000. This implies a strong positive correlation between organizational trust and the intention to stay.

Further regression analyses reveal that management innovation partially mediates the relationship between organizational trust and retention intentions, while job satisfaction fully mediates this relationship. Moreover, the interaction between management innovation and job satisfaction mediates the relationship between organizational trust and retention intentions, building upon the partial mediation effects.

In summary, the results of this study indicate that factors such as gender, age, education, and work experience do not significantly influence organizational trust, management innovation, job satisfaction, and retention intentions. However, job position significantly affects organizational trust. Furthermore, the positive impact of organizational trust on retention intention is significantly moderated by management innovation and job satisfaction.
Trust on retention intentions is supported, and the presence of mediation effects enhances the understanding of this relationship.

However, we acknowledge some limitations of this study, including sample source limitations and cultural differences. Future research could consider larger sample sizes and cross-cultural comparisons for more comprehensive conclusions.

**Discussion**

The proposed study aims to delve into the complex influences of organizational trust, management innovation, and job satisfaction on the intention to stay, which hold significant importance across various dimensions. This is substantiated by the following reasons.

Firstly, each of these variables plays a crucial role within the organizational context, and comprehending their interplay will offer valuable insights into the intricacies of employee retention.

Secondly, organizational trust constitutes the cornerstone of effective work relationships that foster cooperation, information sharing, and constructive conflict resolution. Organizational trust is closely linked to employees' willingness to remain in the organization and to go beyond their job responsibilities. While the role of trust within organizations has been extensively studied, there remains a considerable research gap in understanding how this trust directly affects employees' intentions to stay within the organization. This study seeks to address this gap by examining organizational trust as a dependent variable, thereby enriching scholarly understanding and providing practical insights for organizations aspiring to establish high-trust environments.

Furthermore, management innovation is a pertinent factor in talent retention. In today's rapidly evolving business environment, innovation is pivotal for an organization's development, competitiveness, and survival. However, the process of managing innovation can be challenging, necessitating an environment that encourages creativity while maintaining strategic focus. A well-managed innovative culture may positively impact employees' intentions to stay in the company. The purpose of this study is to investigate management innovation as a mediating variable in the relationship between trust and intention to stay, providing deeper insights into how organizational innovative practices enhance retention intentions.

Job satisfaction serves as another crucial mediating variable intricately linked to the decision of whether employees stay within the organization. Satisfied employees are more likely to exhibit higher commitment, better performance, and lower turnover intentions. Nevertheless, the role of job satisfaction as a mediating variable in the relationship between organizational trust and intention to stay remains inadequately explored. This study endeavors to address this gap by examining the interplay between job satisfaction and trust to influence employees' intentions to stay.

Both management innovation and job satisfaction are pivotal factors in retaining employees, and their interaction merits investigation. The dynamic interrelationship between these factors can offer valuable insights into how they collectively influence the decision of employees to remain within the organization. By exploring this interplay, this study aims to contribute to the theoretical exploration of these interrelated concepts.

Lastly, the study seeks to construct a comprehensive model elucidating the relationships between organizational trust, management innovation, job satisfaction, and
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intention to stay. This model provides a detailed framework for comprehending the interplay among these variables, serving as the cornerstone for future academic research in this field. It also offers organizations a practical tool to guide their strategic decisions, enabling them to formulate effective retention strategies.

Conclusion

The current study aimed to delve into the intricate effects of organizational trust, management innovation, and job satisfaction on the intention to stay, an area of significant importance across various domains. Several key conclusions have been drawn from this investigation.

To begin, the study examined the influence of gender, age, education, tenure, and position on employee retention intentions. The findings indicated that these conventional demographic factors are not decisive determinants of employees' intention to stay. This underscores the complex nature of employee retention, surpassing simplistic demographic analyses. These results align with prior research, highlighting that employee retention intentions stem from a confluence of factors, necessitating a more comprehensive theoretical and methodological approach for understanding.

Secondly, the study emphasized the correlation between organizational trust and the intention to stay. It was revealed that organizational trust is significantly and positively related to employees' intention to stay, aligning with established theories in organizational behavior. Organizational trust not only heightens employee satisfaction but also nurtures a sense of allegiance and loyalty, thereby elevating their intention to remain. These findings underscore the importance for organizational managers to cultivate a culture of transparency, fairness, and integrity to foster employees' sense of trust.

Thirdly, the mediating role of management innovation was explored. The results revealed that management innovation serves as a mediating factor between organizational trust and the intention to stay. Through enhancing organizational trust, management innovation indirectly promotes employees' intention to stay. This discovery offers novel strategic directions for organizational managers, underscoring the significance of incorporating management innovation to enhance employee retention intentions. Organizations can encourage innovative thinking, provide opportunities for innovation, and establish incentive mechanisms to bolster employees' trust and sense of belonging.

Fourthly, the complex role of job satisfaction was considered. While job satisfaction is often considered a key factor influencing employee retention intentions, this study found that job satisfaction did not significantly mediate the relationship between organizational trust and the intention to stay. This suggests that in specific contexts, job satisfaction might be intertwined with other factors, influencing its role in employees' intention to stay. Future research could delve into this phenomenon for a deeper understanding of the mechanisms behind job satisfaction's role.

Lastly, the study revealed the interplay between management innovation and job satisfaction. This interaction underscores the complexity of their joint impact on employees' intention to stay. Through mutual reinforcement, these factors collaboratively influence employees' intention to remain. Organizational managers can incorporate this finding into their strategies by enhancing job satisfaction to further encourage employees' acceptance and participation in management innovation, ultimately promoting their intention to stay.
The findings of this study provide novel theoretical perspectives and practical guidance for the field of organizational management. On a theoretical level, the results expand the understanding of factors influencing employee retention intentions. Traditional demographic variables fall short in explaining the decisive factors in employee retention intentions, while the roles of organizational culture, trust, and innovation become more prominent in this process. From a practical perspective, the study offers valuable guidance for organizational managers. By cultivating an ethical organizational culture, fostering management innovation, and enhancing job satisfaction, organizations can effectively elevate employees' intention to stay, thereby gaining a sustainable competitive advantage.

Despite the significant findings, the study does have limitations. Primarily, the sample was limited to a specific company, potentially introducing sample bias. Future research could consider diverse samples to enhance the external validity of results. Additionally, the study did not encompass all potential influencing factors, prompting the exploration of other latent variables for a more comprehensive understanding. Lastly, the study predominantly employed quantitative analysis; future research could incorporate qualitative methods to delve deeper into the mechanisms and dynamics behind employees' intention to stay.

The study contributes to the understanding of employee retention intentions by providing a comprehensive model that describes the relationships among organizational trust, management innovation, job satisfaction, and the intention to stay. This model offers a detailed framework for comprehending the interplay among these variables and serves as a cornerstone for future academic research in this field. It also provides a practical tool for organizations to guide their strategic decisions, enabling the formulation of effective retention strategies.

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