The Influence Mechanism of Leadership Empowerment Behavior on job embeddedness of Industrial Designers: A Case Study of Chongqing

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Abstract: From December 11th, 2001, when China joined the WTO and became the 143rd member of the World Trade Organization, China local enterprises and foreign-funded enterprises began to intensively use industrial design, which made the industrial design industry expand rapidly. With the remarkable improvement of level and theory, China has become the third largest industrial design country in the world after the United States and Japan. However, despite the rapid development of industrial design industry, the employment status of industrial designers is full of hardships. However, with the change of global market environment, the uncertainty of technological development and the application of new office model, employees' sense of trust, loyalty and job embeddedness degree to enterprises are getting lower and lower, and the competition among enterprises is no longer based on traditional economic and technological competition, but on talents. As a leader, how to attract and retain employees is an important issue. Taking Chongqing as an example, this study explores the employment development status of industrial designers in this new era, and deeply studies the mechanism of leadership empowerment.

Keywords: Empowerment; Leadership Empowerment Behavior; Job Embeddedness; Industrial Designer; Organizational Commitment; Organizational Atmosphere

1. Introduction

In recent years, China's industrial design industry has been growing, not only making remarkable progress in product appearance and functionality, but also showing innovative vitality in intelligent manufacturing and digital technology. This has provided strong support for the upgrading of China's manufacturing industry and promoted the transformation from quantity orientation to quality and innovation orientation. It is common for designers to work overtime. Many enterprises have not formed a reasonable job evaluation mechanism, and designers are labor-intensive and lack effective protection. In addition, due to the young and inexperienced team of designers in China, many designers face limited promotion space and slow professional development from time to time. As far as social recognition is concerned, China's industrial designers, as a new profession, have not been fully recognized by the society. In the coexistence of old and new office models, leaders will face more challenges, and empowerment can alleviate this pressure.

2. Research value and significance

2.1 Theoretical significance and value

The purpose of this study is to explore the relationship among leadership empowerment behavior, organizational commitment and employee job embeddedness. This paper studies the influencing factors of job embeddedness, an industrial designer, under the background of Chongqing, the design capital of the world, so as to provide new ideas for the relationship between leadership behavior and industrial designers (employees) in a certain representative city in the new era, expand the research content for the research field of leadership behavior and provide new ideas for the employment management status of industrial designers.

2.2 Practical significance and value

Under the background of Chongqing, the capital of design, this paper explores the influencing factors of job embeddedness of industrial designers, provides direction and theoretical support for the future development of enterprises, reduces the anxiety and turnover tendency between employees and organizations because of "sense of separation", further fits the relationship between employees and organizations,

and provides new ideas for managers.

3. Theoretical basis

3.1 Job embeddedness theory

Job embeddedness is a concept that covers a wide range of factors, and it is defined as a set that affects employees' retention, including psychological, social and economic aspects. These factors are not only reflected in the work tasks, but also extend beyond the working environment where employees are in direct contact. Mitchell (2001) vividly compared this phenomenon to a network, whose lines are intertwined in work and extend to all aspects of employees' lives.

3.2 Social impact theory

Social influence theory, as a social psychology theory, advocates that individual behavior and attitude are influenced by others' views, attitudes, expectations and behaviors in the social environment. This kind of influence may not only lead to a temporary change in individual behavior or attitude in the short term, but also be deeply integrated into individual values and form a lasting influence.

4. Research and conceptual framework of research

4.1 Leadership empowerment behavior

The study of leadership empowerment behavior found that leadership empowerment behavior is defined as a management practice that enables subordinates to achieve high-level performance by creating a psychological empowerment feeling. Therefore, the leadership empowerment behavior is not only to empower subordinates, but also a deep psychological incentive, aiming at promoting subordinates to play their best level in their work.

4.2 Organizational support

Dawley et al. (2010) found that organizational support can make employees have a stronger job embeddedness by meeting social emotional needs. Liu Cheng et al. (2014) confirmed the positive influence of organizational support on job embeddedness. From the perspective of job satisfaction, Locke(1976) put forward that job satisfaction is defined as employees' satisfaction with their work and working environment or positive emotional state.

4.3 Job involvement

Kahn(1990) put forward that work engagement is a state in which employees devote themselves wholeheartedly to their work. Karatepe and shahriari(2014) found that job embeddedness has increased the work engagement of front-line service personnel.

5. Influencing factors of leadership empowerment behavior on job embeddedness of industrial designers.

5.1 Leadership empowerment behavior

Leadership empowerment behavior has a significant impact on the job embeddedness of industrial designers. Leadership empowerment behavior can make industrial designers (employees) feel the attention and recognition from organizations and leaders, increase their sense of job matching and job responsibilities, and thus improve their sense of job embeddedness. In addition, leadership empowerment can also improve work efficiency and completion progress, enhance the emotional attachment of industrial designers (employees) to the organization and reduce brain drain.

5.2 Job embeddedness

Job embeddedness's theory has a significant impact on studying the influence mechanism of leadership empowerment behavior on industrial designers. According to job embeddedness's theory, employee's job embeddedness can be divided into two key dimensions, namely, employee matching job embeddedness and employee sacrificing job embeddedness. In this context, leadership empowerment behavior is

regarded as an efficient leadership behavior, which can effectively stimulate employees' work autonomy and enthusiasm, and then make employees experience a higher degree of comfort at work.

5.3 Social impact

Social influence theory holds that individuals will change their attitudes, beliefs and behaviors after being influenced by others or external groups. In the influence of leadership empowerment behavior on industrial designers, leadership, as the source of influence, affects the behavior and attitude of industrial designers through empowerment behavior.

6. Conclusion

As a manifestation of China's soft power, industrial design needs continuous talent creativity and industry "vitality". In this regard, managers need to think more about how to achieve a balance between themselves and their employees. According to the statistical results of the final data, this paper analyzes the influence of leadership empowerment behavior on the job embeddedness of industrial designers, which expands the research content for the research field of leadership behavior, provides new ideas for the employment management status of industrial designers, and explores more possibilities of management direction and trend under the background of "Chongqing, the design capital of the world".

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