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Research on the Mechanism of Organizational Identity and Employee Turnover Intention

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***Abstract*—In today's increasingly globalized economy, the survival of organizations and the development of employees face many unpredictable changes in an environment where opportunities and challenges coexist. Faced with such a complex dynamic environment, organizational identity serves as the starting point for employees' development in the organization and the reference standard for employees' self-positioning in the organization. As society and organization become more turbulent, the relationship between employees and the organization becomes more and more unstable, and employees' desire for a certain working basis becomes more and more intense, each entity needs to know who or what it is, who or what other entities are, and how these entities are related. From the perspective of vertical collectivism, this study explores the negative influence of organizational identity on employees' turnover intention and the mediating role of organizational commitment in the process of organizational identity's influence on employees' turnover intention.**

Keywords—organizational identity; turnover intention; organizational commitment; vertical collectivism culture

I. INTRODUCTION

In the Chinese context, identity is a symbol of one's occupation, status and power. Traditional Chinese culture makes people pay more attention to their identity and identity in an organization. Identity is not only conducive to individual self-development but also plays an important role in the connection between organizations and employees. By reviewing the previous literature, many scholars have found that the study of identity, mostly from a leadership perspective. Zhang thought leadership identity reflects the staff level of attachment to their superiors, and through to our country enterprise in 496 to head - subordinate matching study leadership identification is adjusting its subordinate relations and the promotion of good way subordinate organizational citizenship behavior (Zhang, 2013). Sluss believes that a high degree of leadership identification makes the relationship between leaders and employees closer. Chinese scholar Zhong believed that when employees have a high degree of identification with leaders, subordinates have a stronger willingness to promote a good relationship with their superiors and generate an incentive effect. At this time, employees will try to complete other tasks beneficial to work and organization while completing their own work (zhong xi, 2018). In addition, good leadership identity has been empirically proved to influence subordinate behavior (Sluss, 2007) and reduce employee turnover tendency (Kark, 2003). Organizational identity not only enables employees to clearly define their own position in the organization but also connects other members in the organization under the organizational identity, making the operation of the organization more stable.

In addition, employee turnover has always been a major concern of managers. Turnover intention, as a withdrawal behavior in the work, not only has an adverse impact on the individual employees. Frequent turnover will lower the credibility of employees and affect their future career development. For example, the organization needs to spend a lot of manpower and material resources to find suitable talents to fill the vacant positions. Some employee turnover may affect the turnover behavior of other employees, thus causing a series of problems. Therefore, how to reduce the turnover intention of employees and realize the long-term stable and win-win relationship between employees and enterprises has become one of the issues that the academia and the business community pay more and more attention to this part.

Based on this, this study attempts to analyze organizational identity, organizational commitment and employee turnover intention between the mechanism of action and to explore the regulation of collectivism culture and individualism culture, and make a contribution the following theory: firstly, based on the theory of authority literature and social identity, by discussing the relationship between organizational identification and employee turnover intention, and reveals the organizational identity negative effect on employees' turnover intention; secondly, from the perspective of organizational commitment, it reveals the mechanism of organizational identity influencing employee loyalty; thirdly, this study explores the influence mechanism of organizational identity on the turnover intention of employees in the Chinese context, thus enriching the relevant research on organizational identity.

II. ORGANIZATIONAL IDENTITY AND TURNOVER INTENTION

A. Definition and Connotation of Organizational Identity

Identity is derived from the Latin idem, which is initially translated into the same meaning, and then extended to identity in English. Identity includes individual identity and group identity. Identity is also important because, by definition, it is about identity. Identity is one of the most important concepts in human cognition and behavior. It helps to explain why people think about their environment in their own way and why people do what they do. The concept of identity helps capture the

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essence of who I am; identity means the same and similar situation. It is the internal emotion of individuals to individuals and individuals to groups. It is the powerful force existing in individuals and organizations.

Identity is a self-description. It is "who am I" or "who are we" . In the 30 years since the development of identity research, there have been three influential studies. First, and by far the most influential at the micro-level, is the concept of social identity theory and its sister theory, self-classification theory. Tajfel believes that organizational identity is a part of a person's self-concept, which is derived from the individual's understanding of the members of the organization (group). The individual's self-concept and the emotional meaning attached to the member (Tajfel, 1978). By contrast, Postmes believes that personal identity refers to a person's unique sense of self (Postmes, 2006). According to Brewer, the difference between organizational identity and personal identity is not in their respective attributes. But in their own level: organizational identity is Shared by members and differentiated among members within the organization (Brewer, 1996).

Tajfel believes that self-identity refers to an individual's understanding and awareness of his/her own characteristics (different from others), so as to make an individual possess certain uniqueness (Tajfel, 1986). Durkheim argues that individuals define themselves by how similar they are to others in terms of race, village, or other social categories such as language, accent, and physical characteristics. Zhao believes that self-identity is the degree of individual acceptance of self in the process of growth and development, which includes acceptance of personality traits, personality views, practical experience(Zhao, 2012). Tajfel defined social identity as: "an individual recognizes that he (she) belongs to a specific social group.At the same time, Tajfel recognizes that being a group member brings him (or her) emotions and values" (Tajfel, 1978). Social identity refers to individuals' recognition that they belong to a specific social group (zhang, 2006). Social identity theory is established by three principles: social classification, social comparison and positive differentiation. Among them, social classification refers to that people automatically divide others into in-group and out-group, and endow themselves with the characteristics consistent with in-group, and allocate favorable resources to our group members. Social comparison makes people tend to exaggerate the differences between groups in specific dimensions and produce asymmetric group evaluation, which tends to favor their own groups in cognition, emotion and behavior, and give a more positive evaluation to the members of the group. Positive differentiation means that an individual's self-motivation will promote his/her performance in the relevant dimensions of group comparison, so as to obtain evaluative positive identification and meet the need to maintain positive self-esteem.

B. Organizational Identity and Turnover Intention

Some withdrawal behaviors of employees are highly correlated with organizational costs (Berry et al., 2012; Hancock et al., 2013). The turnover intention of employees is an ongoing problem of the organization, which may bring huge losses to the organization. It is crucial for the development of the organization to determine whether there is some correlation between organizational identity and turnover intention. Turnover intention can be defined as the idea of turnover, the desire to quit and the possibility of leaving the job or the current job (Hanisch&Hulin, 1990).

Social Identity Theory believes when individuals think of myself as a member of an organization (group), group identity make employees have preferences in the organization and outside the organization. Individuals tend to be in a particular dimension difference between an exaggerated organization (group), and the organization of the asymmetric (group), from the cognitive, emotional and behavioral bias own organization (group), and the members of the organization (group) to give a more positive evaluation. This preference within the organization (group) enhances employees' sense of superiority as members of the organization and obtains positive self-concept (shain, 2001), which makes employees more loyal to the organization and less inclined to leave. In addition, organizational identity reduces the uncertainty of employees in the dynamic environment and improves their psychological security. Uncertainty avoidance refers to the level of preference and tolerance for environmental risks in national culture. In Chinese society, people are generally willing to avoid risks and seek stability (Hofstede, 1984). Besides, through relevant studies, DiSanza found that individual decisions and other behaviors are made on the premise of organizational identity (DiSanza,1999). Mael, Dick and others believe that organizational identity is related to employee position change and resignation. Therefore, this paper argues that in the Chinese context, organizational identity has a negative impact on the turnover intention of employees.

III. ORGANIZATIONAL IDENTITY, ORGANIZATIONAL COMMITMENT AND TURNOVER INTENTION

Organizational identity, organizational commitment and turnover intention employees are an important resource for the organization. If the organization wants to achieve its goals, it must first meet the needs of its employees. Therefore, when they are in this stage, organizations can easily enter the competitive market with good services and high-performance products. Organizational commitment is considered to be the most important structure of employee attachment (Sommer et al.,1996). Organizational commitment is defined differently in different studies. Meyer and Allen believe that organizational commitment is a multi-dimensional concept, which is understood differently by different scholars (Meyer, 1997). Organizational commitment is behavioral (Staw, 1980), normative (Allen, 1990) and quantifiable (Becker, 1960). Ritzer, 1969) and attitudinal (Mowday, 1982). Porter measured employees' commitment by their attitudes and feelings towards the organization, and relevant concepts have been widely accepted (Porter et al., 1974). Meyer and Allen (1997) defined organizational commitment as employees' desire to continue working in the organization. Organizational commitment has a strong correlation with employee behavior and performance, such as turnover, counterproductive behavior, organizational citizenship behavior, etc. (Benkhoff, 1997). Meyer and Allen proposed a three-factor model of organizational commitment, which is divided into three dimensions: affective commitment, persistent commitment and normative commitment. Among

them, affective commitment is called emotional attachment, participation and identification of individuals to the organization. The emotional commitment represents the psychological affinity between employee training and the enterprise, the connection with the organization and the desire to be a member of the organization. Based on Backer's exchange theory, Meyer and Allen put forward the second element of organizational commitment, namely continuous commitment, which reflects the tendency of employees to measure whether they want to leave the organization based on economy and interests. Normative commitment reflects the perceived obligation of employees to remain in the organization.

A. Organizational Identity and Organizational Commitment

Foreign scholars on the relationship between organizational identification and employee emotions. Ashforth thinks organizational identity has domination to the emotions and behavior of employees. When employees a high degree of organizational identity, employees are more likely to have to actively support the organization emotion, enhance employees' emotional commitment to the organization, and make a beneficial to the organization's behavior (Ashforth, 1989). Based on the theory of social identity, organizational identity leads to employees' preference within the organization. Based on a more positive evaluation of the group, the preference within the group makes employees think that leaving the organization is a loss for them, so employees will show strong continuous commitment. Normative commitment can be personal values and organizational values consistent positive prediction (Mccormick, 2016). In Chinese society, loyalty is the basis of individual work and life, people are often willing to make friends with high loyalty, the same organization is also more likely to hire high loyalty. Under the advocate loyalty of social and organizational atmosphere, organizational identity and that the organization recognized by the employees on organizational values loyalty, to continue in the organization is a kind of obligation, which show the normative commitment.

B. Organizational Commitment and Employee Turnover Tendency

Porter et al. conducted a longitudinal serial study on the employed psychiatric trainee technicians for 15 months. And the results of the discrimination analysis showed that organizational commitment was significantly negatively correlated with the turnover intention of employees (Porter, 1974). Through meta-analysis, Griffeth et al. showed that organizational commitment was negatively correlated with turnover behaviors (including tardiness, absence, turnover intention and turnover) (Griffeth et al., 2000; Harrison, Newman, & Roth, 2006; ett & Meyer, 1993). Emotional commitment reflects a deep emotional relationship between an employee and the organization, rather than the legacy of responsibility or tangible rewards such as money. Scholars conducted empirical studies on emotional commitment and withdrawal behaviors such as tardiness and resignation, and found that emotional commitment of employees to the organization was negatively correlated with tardiness frequency, tardiness time (Foust, 2006) and absenteeism (Akremi et al., 2014), and positively correlated with employees' willingness to continue working in the organization (Thanacoody et al., 2014). When employees experience positive feelings of emotional commitment to the organization, they may feel motivated to care about their attendance or withdrawal. These employees with emotional commitment and positive emotions were less likely to be late, absent and leave the company than those who experienced negative commitment (Thanacoody et al., 2014). In addition, employees who are emotionally invested in the organization are willing to maintain their identity in the organization to make efforts for the organization and avoid bad behaviors. Continuous commitment is based on the consideration of employees' interests. Employees with continuous commitment tend to accumulate investment in the form of time, hard work and specific skills of the organization, and these investment costs are too high to lose (Meyer, 1990). Romzek believes that employees evaluate their investment and what they will lose if they leave the organization by observing their contribution to the organization in the process of work and their continuous benefits in the organization (Romzek, 1990). Meyer believes that individuals with continuous commitment think that they do not have the skills required to work in other organizations. At this time, individuals tend to stay in the organization and continue to develop, and will further increase their job involved in the work (Meyer, 1990). Normative commitment emphasizes an employee's obligation or sense of obligation to the organization. Allen believes that individuals with a high degree of normative commitment believe that they should continue to serve as an organization in the organization (Meyer, 1990). A meta-analysis found that the correlation between affective commitment and normative commitment was 0. 63 (Meyer, 2002). Based on the strong correlation between them, normative commitment could be predicted to have a negative impact on employees' turnover intention.

IV. THE MODERATING EFFECT OF COLLECTIVISM CULTURE AND INDIVIDUALISM CULTURE

In the field of cultural psychology, culture refers to Shared values; codes of conduct and ways of thinking among members of an organization (Hofstede, 1980; Morling, 2016; Na, 2010) and Hofstede put forward a four-dimensional model for culture in 1980, which includes individualism and collectivism, power distance, Uncertainty avoidance and masculinity/feminity. Individualism and collectivism have developed greatly since then. It has also become one of the most widely applied and far-reaching cultural dimensions in the field of applied psychology (Greenfield, 2009; Oyserman, 2002). Many studies are carried out from the perspective of collectivist culture or individualist culture. But few studies take collectivist culture and individualist culture as a boundary condition to discuss their positive/negative effects. Many scholars have different definitions of collectivism and individualism. According to Grossmann and Oyserman, collectivist culture emphasizes the dependence between people, social embedding, responsibility and loyalty to organization and family. Individualism culture emphasizes the pursuit of independence, choice and freedom. Organizations with collectivism culture emphasize the interdependence and relationship construction among the members of the organization and advocate the collective interests as the center. Organizations with an individualistic culture emphasize the independence and uniqueness of

individuals and tend to focus on individual interests (Markus, 1991). A large number of studies have shown that many factors will weaken the connection between identity and emotion recognition, such as situational constraints, competitive signs, impression management problems, etc. (Albarracin, 2001; Webb&Sheeran, 2006). Collectivism culture and individualism culture, as important situational factors in an organization, are more likely to be reflected in the value orientation of the organization (Morling, 2016). Many scholars believe that individualism and collectivism are complex cultural symptoms that have a wide impact on social values and social system. On the micro-level, it will affect emotion, perception, preference, attitude and behavior (Grossman, 2015; Oyserma, 2002; riandis, 1995). When the consistency between employees' values and organizational values is high, employees' organizational commitment will also be positively affected, and organizational identity will improve the consistency between employees' values and organizational values (Reilly, 1986). Conservation of Resources Theory holds that individuals tend to protect and maintain the things/resources they consider important. Collectivism culture makes employees believe that the exchange between themselves and the organization (for example, the labor paid by employees and the salary paid by the organization is an exchange relationship) is fair. When employees recognize their organization (that is, when there is organizational identity), they are more inclined to recognize the work assigned by the organization (Zheng, 2015). Social Identity Theory, Social Identity and found) believe that independent organization identity and group members have kindness, this helps to bring staff a sense of belonging and the nature of the collective sense of security.And in the collective organization and activities for employees' personal development platform to realize their personal value, is conducive to improve their sense of self-worth and subjective significance. In addition, collectivism culture organization pay attention to the interdependence among employees, between employees and colleagues, leadership and subordinate relationship.A good interpersonal relationship can enhance the identification and trust of employees to their leaders, which is conducive to enhancing the sense of belonging of employees. Especially, when employees are cared and helped by the same colleagues of the leaders, their sense of belonging and sense of security to the organization is even stronger (Bakker, 2007), which strengthens the influence of organizational identity on organizational commitment. Due to individualism culture organization attaches great importance to personal interests, the relationship between the organization of individual weaker (Hofstede, 2002), for the organizational identity employees in the work, the pursuit of personal sense of accomplishment and personal income (Laforet, 2008).In the limited resources of the organization, employees may be due to the allocation of resources between the interpersonal disharmonious factors of competition, make the employee's job satisfaction is reduced.Thus reducing employees' sense of security and belonging. Individualism culture's emphasis on staff's emphasis on family and responsibility.Under the organizational identity, employees of the sense of responsibility to the family improved dramatically.Due to the limitation of individual effort, a lot of time and energy for the family to make the employee's job performance and pay affected by bad, produce conflict between work and family, produces a negative effect on employees' organizational commitment.

V. CONCLUSION

The conclusion of this study is instructive for re management practice. Firstly, managers should pay attention to the shaping of organizational identity. Managers should not only shape the working atmosphere conducive to the formation of employees' organizational identity but also pay attention to this aspect in communication with subordinates.

Secondly, managers should pay attention to improving employees' organizational commitment. In China, employees' organizational commitment is not only related to the employee's organizational identity. At the same time, by organization situation, relations with leaders, research shows that vertical collectivist cultures are more likely to make employees have a sense of belonging and good interpersonal shutdown. And the ability to promote cooperation between the employees and communication, therefore, in the practice of the management, to shape the employee's organizational commitment management is an important work;

Finally, the employee's turnover intention to staff's own development and organizational operation is very important. Turnover intention shows the staff willing to continue to work in the organization's decision. Therefore, in the practice of the management, managers should weaken can improve the influence factors of employee turnover intention, strengthen to reduce the influence factors of employee turnover intention. Under the conditions allow, fully improve employees' job satisfaction, and strengthen the organization's vertical collectivism culture propaganda, is advantageous to the long-term development of the organization.

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