Research on the Influence Mechanism of Organization Identification and Employee Turnover Intention: based on the Intermediary Role of Organizational Commitment

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Abstract. Organizational identity not only enables employees to identify their own position in the organization, but also links other members of the organization in organizational identity, reducing employee turnover and making the organization's operations more stable. Based on this, this study attempts to analyze the mechanism of action between organizational identity, organizational commitment, and employee turnover. The results show that organizational identity has a negative impact on employee turnover intention; organizational commitment plays a part in mediating between organizational identity and employee turnover tendency; collectivist culture and individualist culture between organizational identity and organizational commitment. The relationship has a regulating effect.

Keywords: Organizational identity, collectivist culture, organizational commitment.

1. Introduction

The in-depth development of economic globalization has led to many unpredictable problems in organizational survival and employee development. In this environment, the relationship between the organization and the employees is becoming more and more unstable, and employees have to clarify their job roles and team positioning in order to achieve self-development. In the context of China's typical relationship culture, Chinese people pay more attention to individual identity. In an organization, organizational identity is an important tool for individuals to connect with their surroundings, complete their work, and achieve themselves. Through combing the existing research, it is found that the scholars' research on identity mostly starts from the individual level. For example, some scholars find that the leadership identity is to adjust the leadership subordinate relationship and promote the subordinate organizations through the 496-team supervisor-subordinate pairing research in Chinese enterprises. A good way of citizenship. When employees agree with the leadership, the subordinates have a stronger willingness to promote good relations with the superiors, and generate incentives from them. At this time, the employees will complete other tasks that are conducive to work and organization while completing their duties. In addition, good leadership identity is affecting subordinate behavior. Organizational identity not only enables employees to identify their own position in the organization, but also links other members of the organization to the organization's identity, making the organization's operations more stable. Organizational identity, because of its important role in organizations and employees, based on this, this study attempts to analyze the mechanism of organizational identity, organizational commitment, employee turnover tendency and explore the role of collectivist culture and the adjustment of individualist culture. Exploring the impact mechanism of organizational identity on employee turnover intention in China's context, and enriching the research on organizational identity.

2. Organization Identification and Employee Turnover Intention

Self-identity refers to the individual's understanding and awareness of his own traits, so that the individual has a certain uniqueness. Individuals define themselves by their similarity to others in race, village, or other social categories. Social identity means that individuals recognize that they belong to a specific social group. Domestic organizational identity allows employees to recognize the identity

of their own organization, and thus feel the sense of emotion, value and belonging. Based on the definition of organizational identity by scholars, this paper argues that organizational identity is an individual's perception of a particular group and produces certain intra-group preferences. Organizational identity has the characteristics of a situation, employees are in different organizations, and the resulting organizational identity will also change. Organizational identity has an important impact on the career development and mental health of employees.

The employee's turnover tendency is an ongoing problem of the organization and may bring huge losses to the organization. Determining whether there is a certain relationship between the organizational identity and the turnover intention is crucial to the development of the organization. Social identity theory believes that when an individual considers himself to be a member of an organization, organizational identity enables employees to generate intra-organizational preferences and extra-organizational biases, that is, individuals tend to exaggerate inter-organizational differences in specific dimensions and produce asymmetric organizations. Evaluation, from cognitive, emotional and behavioral biased to the organization to which it belongs, and gives a more positive evaluation to members of the organization. In addition, organizational identity enables employees to reduce uncertainty about the environment in a dynamic environment and improve their sense of psychological security. Uncertainty avoidance refers to the level of preference and tolerance of environmental risks in national culture. In Chinese society, people are generally willing to avoid risks and seek stability. That is, organizational identity is related to employee position changes and turnover.

Therefore, this paper proposes the following assumptions:

H1: Organizational identity negatively affects employee turnover intention.

3. Organization Identification, Organizational Commitment and Employee Turnover Intention

3.1 Organization Identification and Organizational Commitment

Foreign scholars explore the relationship between organizational identity and employee emotions. Ashforth believes that organizational identity has a dominant role in employee emotions and behaviors. When employees' organizational identity is high, employees are more likely to generate positive support for the organization. It is conducive to strengthening employees' emotional commitment to the organization and making behaviors that are conducive to the organization. Based on the theory of social identity, organizational identity enables employees to generate organizational preferences, based on a more positive evaluation of the group. This intra-group preference makes employees think that leaving the organization is a loss for themselves, so that employees will show strong Continuous commitment; normative commitment can be positively predicted by the consistency of personal values and organizational values. In Chinese society, loyalty is the foundation of individual work and life. People are often willing to make friends with people with higher loyalty. Similarly, organizations are more inclined to hire more loyal talents. In this social and organizational atmosphere that promotes loyalty. Underlying organizational identity, it is an obligation for employees to identify with organizational values and believe that they are loyal to the organization and continue to serve in the organization, that is, to demonstrate a normative commitment.

Therefore, this paper proposes the following assumptions:

H2a: Organizational identity positively affects employees' emotional commitment.

H2b: Organizational identity positively affects employees' ongoing commitment.

H2c: Organizational identity positively affects employees' normative commitment.

3.2 Organizational Commitment and Employee Turnover Intention

Porter et al. conducted a 15-month longitudinal sequence study of the psychiatric trainee technicians employed, and the results of the discrimination analysis showed that the organizational commitment was significantly negatively correlated with the employee's turnover intention. Through

Meta-analysis, Griffeth et al. showed that organizational commitment was negatively correlated with turnover behavior.

Emotional commitment reflects the deep emotional relationship between employees and organizations, not because of responsibility or tangible returns. Scholars conduct empirical research on emotional commitment and lateness, resignation and other withdrawal behaviors, and get employees' emotional commitment to the organization is negatively correlated with late frequency, late arrival time and absenteeism, and positively related to employees' willingness to stay in the organization. When employees experience positive emotions about the organization's emotional commitment, they may feel motivated and take the initiative to care about their attendance or exit. These employees with emotional commitment to positive emotions are less likely to be late, absent, and leave the company than those who experience negative commitments. In addition, employees who have an emotional commitment to the organization are willing to maintain their identity in the organization, allowing them to work for the organization and avoid bad behavior.

Ongoing commitment is an employee's interest-based consideration. Employees with ongoing commitments tend to accumulate investment in the form of time, work effort, and organizational specific skills that are too costly to lose. Romzek believes that employees evaluate their investment and what they lose if they leave the organization by observing their contribution to the organization during the organization's work and the benefits that continue to be in the organization. Meyer believes that individuals with a sustained commitment do not believe they have the skills they need to work in other organizations. At this point, individuals tend to stay in the organization and continue to grow, and at work will further increase their work input.

Normative commitments emphasize an employee's sense of obligation or obligation to the organization. Currently, there are few studies on normative commitments. Allen believes that individuals with a high degree of regulatory commitment believe that they should continue to work in the organization to serve the organization. A meta-analysis found that the emotional commitment and normative commitment correlation was 0.63. Based on the strong correlation between the two, it can be predicted that the normative commitment has a negative impact on the employee turnover intention.

Therefore, the following assumptions are made:

H3a: The employee's emotional commitment has a negative impact on employee turnover.

H3b: The employee's continued commitment has a negative impact on employee turnover.

H3c: Employee's normative commitment has a negative impact on employee turnover intentions.

4. The Regulating Role of Collectivism Culture and Individualism Culture

When employee values are consistent with organizational values, employee organizational commitment is also positively impacted, and organizational identity improves employee values and organizational values. Resource conservation theory holds that individuals have a tendency to protect and sustain things/resources that they consider important. Vertical collectivist culture makes employees think that the exchange between themselves and the organization is fair. When employees recognize their own organization, they are more inclined to recognize the work assigned by the organization for themselves. The social identity theory believes that organizational identity is independent and within the group. The members are well-intentioned, which helps to bring a sense of belonging and collective security to the employees, and provides a platform for the personal development of the employees in the collective organization and activities to realize their personal value, which is conducive to enhancing their self-worth and In addition, the organization of collectivist culture pays attention to the interdependence among employees, which is conducive to the interpersonal relationship between employees and colleagues, leaders and subordinates. Good interpersonal relationships can enhance the recognition and trust of employees. It is conducive to enhancing the sense of belonging of employees, especially when employees are concerned and helped by their colleagues, the sense of belonging and security of the organization is stronger, and the influence of organizational identity on organizational commitment is strengthened.

Therefore, the following assumptions are made:

H4: Vertical collectivist culture enhances the impact of organizational identity on organizational commitment.

5. Summary

Based on the theory of social identity and the theory of resource conservation, this paper explores and examines the influence mechanism of organizational identity on employee loyalty and the regulation of collectivist culture and individualistic culture in Chinese context, and has obtained the following conclusions: organizational identity has a negative impact on employee turnover intention; organizational commitment plays a part in mediating between organizational identity and employee turnover tendency; collectivist culture and individualist culture have a regulating effect on organizational identity and organizational commitment. Collectivist culture strengthens the influence of organizational identity on employee turnover intentions; individualistic culture weakens the influence of organizational identity on employee loyalty.

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