



Exploring the Relationship Between Organizational Identification and Turnover Intention in Diverse Workplaces: An analysis of Psychological Attachment, Diversity, Climate, and Turnover Culture

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Abstract. This study investigates the effects of organizational identity on turnover intention within heterogeneous work environments, incorporating the mediating roles of workplace diversity and psychological attachment, as well as the moderating role of organizational climate. Data were collected from 329 laborers engaged in the China-Pakistan Economic Corridor (CPEC) initiative across Pakistan and China, and analyzed using PLS-SEM. Organizational identity negatively predicted turnover intention ($\beta = -0.628$, $p < .001$). Workplace diversity and psychological attachment mediated this relationship, while organizational climate served as a moderator. These findings carry significant implications for organizational behavior and human resource management in diverse organizational settings. Study limitations and directions for future research are also discussed.

Keywords: Organizational identification, turnover intention, workplace diversity, psychological attachment, organizational climate, diverse workplaces.

1 Introduction

In today's diverse workplaces, addressing employee turnover intention requires understanding intersectional factors that influence job satisfaction and retention (Bharadwaj & Yameen, 2021). Employee turnover critically impacts productivity, financial performance, and competitiveness (Zhou, Liu, & Luo, 2022), increasing costs related to hiring, training, and morale (White, 2020). Prior meta-analyses confirm that organizational identity, workplace diversity, psychological attachment, and organizational climate collectively influence employee turnover. Organizational identification—the degree to

agree with organizational ideals—is inversely correlated with turnover intention (Bao and Zhong, 2021).

Workplace diversity affects employee turnover, with higher diversity linked to lower turnover rates (Kim, Jeong, Yiu, & Moon, 2021). Psychological attachment, an emotional link with the organization (Wang, Albert, & Sun, 2020), is inversely connected to turnover intention (Riyanto, Endri, & Herlisha, 2021). Organizational climate can moderate the relationship between organizational identity and turnover intention (Allen, Jano, Satardien, & Mahembe, 2019).

Despite growing research, understanding of these variables' interplay in diverse workplaces remains limited (Bazzoli & Probst, 2022). This study investigates links among organizational identity, workplace diversity, psychological attachment, organizational climate, and turnover intention in diverse settings, using quantitative data from multiple industries. Findings aim to inform retention strategies, enhance productivity, reduce recruitment costs, and contribute to theoretical frameworks on employee turnover.

2 Literature Review and Hypotheses Development

2.1 Theoretical Background

Employee turnover is a serious problem affecting businesses of all sizes and sectors, incurring direct costs (e.g., hiring and training) and indirect costs such as lost productivity and morale (Yeasin, 2023). Understanding the determinants of turnover is crucial for organizational professionals and scholars (Skelton, Nattress, & Dwyer, 2020). Organizational identity—the extent to which workers feel they belong to and identify with their company (Yue et al., 2021)—has garnered increased scholarly attention in relation to turnover intention, defined as an individual's intent to leave their current job (Jackson & Jackson, 2019). Prior studies indicate that heightened organizational identification reduces turnover intention, as strongly affiliated employees exhibit greater dedication and desire for prolonged organizational tenure (Clifton & Harter, 2019; Suifan, Diab, Alhyari, & Sweis, 2020).

Workplace diversity—the presence of individuals from diverse demographic backgrounds (Tamunomiebi & John-Eke, 2020)—may also affect the identity-turnover link (Mothe & Nguyen-Thi, 2021). Diversity can have both beneficial and negative effects on employee outcomes: it may boost creativity and innovation but also create conflict and friction (Ji-Young & Huang, 2021). Psychological attachment—employees' emotional attachment to their organization (Zhang, Liu, Zhang, Xu, & Cheung, 2021)—similarly moderates the identity-turnover association, with emotionally attached employees more likely to stay long-term (Atrizka, Lubis, Simanjuntak, & Pratama, 2020; Fana, Milasi, Napierala, Fernández-Macias, & Vázquez, 2020). Finally, organizational climate—shared perceptions of the working environment (Ko & Kang, 2019)—can modulate the identity-turnover relationship: a positive climate improves job satisfaction and reduces turnover intention, whereas a negative climate has the opposite effect (Y. Li, Huang, & Chen, 2020).

In summary, this study investigates the relationship between organizational identification and turnover intention across diverse settings, with workplace diversity and psychological attachment as mediators and organizational climate as a moderator(Hamidi, Barari, Sahebdel, & Bayat, 2023), providing insights into managing employee retention and creating healthy work environments (Islam, Hunt, Jantan, Hashim, & Chong, 2020).

2.2 Organizational Identification

Organizational identification refers to how much employees identify with their company (Abbasi, Shabbir, Abbas, & Tahir, 2021). Employees who exhibit a sense of organizational identification are more inclined to exhibit favorable behaviors aligned with organizational values(Kumari, Barkat Ali, & Abbas, 2021). Organizational identity is positively associated with organizational commitment, job satisfaction, and intention to stay(Bharadwaj, Khan, & Yameen, 2022, Ugheoke, Mashi, & Isa, 2022).

2.3 Employee Turnover Intention

Turnover intention is the intention of an employee to quit their present employment(Ekhsan, 2019). Job discontent, lack of growth opportunities, poor leadership, and negative workplace culture influence turnover intention(Kurniawaty, Ramly, & Ramlawati, 2019). High turnover intention negatively impacts productivity, morale, and recruitment costs(Bajrami et al., 2021).

2.4 Workplace Diversity

Workplace diversity refers to distinctions in an organization's workforce, including race, gender, age, and religion(Tamunomiebi & John-Eke, 2020). Diversity can foster creativity and innovation but may also lead to conflict if not managed properly(Staempfli & Lamarche, 2020). Diversity climate is negatively connected to turnover intention (Lee et al.,2021).

2.5 Psychological Attachment

Psychological attachment refers to an employee's emotional bond with their organization (Feeney, Gellatly, Goffin, & Inness, 2020).Employees with strong psychological attachment are more likely to have lower turnover intention (Murray & Holmes, 2021;Yasin et al.,2023).

2.6 Organizational Climate

Organizational climate refers to employees' shared perceptions of leadership style, communication patterns, and policies(Ko & Kang, 2019). A positive organizational

climate is linked to lower turnover intention (Saleem et al., 2021; Sharif Nia et al., 2021).

3 Moderating Role of Organizational Climate

Organizational climate moderates the relationship between organizational identity and turnover intention (Turkoglu & Dalgic, 2019). A positive organizational climate strengthens the negative relationship between organizational identification and turnover intention, whereas a negative climate weakens this relationship (Teresi et al., 2019).

Based on the theoretical reasoning above, the following hypotheses are proposed:

H1: Organizational identification has a **negative** significant effect on turnover intention.

H2: Workplace diversity **mediates** the negative relationship between organizational identification and turnover intention, such that higher organizational identification leads to greater perceived diversity, which in turn reduces turnover intention.

H3: Psychological attachment **mediates** the negative relationship between organizational identification and turnover intention, such that stronger organizational identification increases psychological attachment, which subsequently lowers turnover intention.

H4: Organizational climate **moderates** the negative relationship between organizational identification and turnover intention, such that the negative effect is **stronger** under a positive organizational climate.

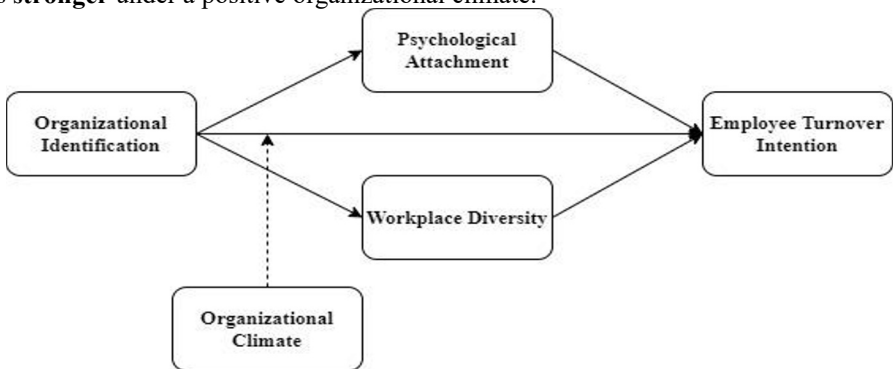


Fig. 1. Conceptual model of Employee Turnover Intention

In summary, this research aims to investigate the relationship among organizational identification and turnover intention in a variety of settings (see figure 1), with workplace diversity and psychological attachment serving as mediators and organizational environment serving as a moderator (Ji-Young & Huang, 2021). According to the literature, organizational identification, workplace diversity, and psychological attachment are all positively associated to employee outcomes such as job satisfaction and lower turnover intention, and a positive organizational climate

can amplify these impacts (Shaikh et al., 2022). Understanding the correlations among these elements can help firms improve employee retention and promote a healthy work environment for all employees (Bhardwaj, Mishra, & Jain, 2021); see table 1.

Table 1. Latent Construct(s) and Operational Definition(s)

Latent Construct		Operational Definition
<i>Organizational Identification</i>		The extent to which employees feel a psychological attachment to their organization, as measured by the Organizational Identification Scale (Park & Back, 2020).
<i>Employee Intention</i>	<i>Turnover</i>	The degree to which employees intend to leave their current organization within the next six months, as measured by the Turnover Intention Scale (Badahdah, Shahin, & Abu-Ras, 2022).
<i>Workplace Diversity</i>		The degree to which the organization values and promotes diversity among employees in terms of demographic characteristics such as age, gender, ethnicity, and cultural background, as measured by the Workplace Diversity Scale (Inegbedion, Sunday, Asaleye, Lawal, & Adebanji, 2020).
<i>Psychological Attachment</i>		The degree to which employees feel an emotional attachment to their organization and derive a sense of identity and self-worth from it, as measured by the Psychological Attachment Scale (Yue et al., 2021).
<i>Organizational Climate</i>		The overall perception of employees about the work environment, as measured by the Organizational Climate Scale (Loh, Idris, Dormann, & Muhamad, 2019).

4 Methodology

Employees of the China Pakistan Economic Corridor (CPEC), including Pakistani and Chinese nationals, took part in this study. The sample included 329 people who were chosen at random using a convenience sampling method (see table 2). Data collection was accomplished through the use of a self-administered online survey. The survey was aimed to elicit information about participants' organizational identity, intention to leave, workplace diversity, psychological attachment, and organizational climate. To accommodate the participants' language preferences, the survey was administered in both English and Chinese.

Table 2. Demographic Information

Demographic Variable	Frequency	Percentage
Gender		
Male	160	51.10%
Female	153	48.90%
Age (years)		
20-29	101	32.30%
30-39	133	42.50%

"40-49	54	17.30%
"50 and above	25	8.00%
"Nationality		
"Chinese	182	58.10%
"Pakistani	131	41.90%

As shown in Table 2, the sample comprised 182 Chinese (58.1%) and 131 Pakistani nationals (41.9%), employed across transportation infrastructure (42.3%), energy (31.5%), and special economic zones (26.2%). Job roles included site supervisors (28%), technical staff (34%), administrative personnel (22%), and general laborers (16%). Given the cross-cultural nature of CPEC projects, differences in organizational norms may influence the studied relationships; however, nationality was not modeled as a moderator, which is a limitation. Future research should examine whether the reported effects vary across cultural groups.

Data were analyzed using SmartPLS 4. Five constructs were measured: organizational identification (Miller et al., 2000, 12 items), turnover intention (Habib et al., 2018, 8 items), workplace diversity (Zhuwao, 2017, 10 items), psychological attachment (Folmer et al., 2013, 4 items), and organizational climate (Castro & Martins, 2010, 9 items). Participants provided informed consent; responses were anonymous, and ethical guidelines were followed. Limitations include convenience sampling limiting generalizability, reliance on self-reported data subject to bias, and the CPEC-specific context restricting applicability to other settings.

In conclusion, this study examined these variables in the CPEC context using PLS-SEM, with findings offering insights into their roles and potential impact on turnover intention.

5 Statistical Analysis and Results

The study's findings show that all of the constructs utilized in the study have great internal consistency, as indicated by their Cronbach's alpha scores. Employee Turnover Intention has the highest Cronbach's alpha rating of 0.917, followed by Organizational Identification (0.869). This implies that the items used to measure these constructions were quite dependable at capturing the intended concept. Cronbach's alpha values of 0.821, 0.831, and 0.836, respectively, are also high for organizational climate, psychological attachment, and workplace diversity. These findings suggest that the questions used to assess these constructs were also accurate in capturing the intended notions.

The high Cronbach's alpha values (see table 3) indicate that the study's measures were internally consistent and reliable. This boosts confidence in the findings of the future analyses that used these constructs. Overall, the findings support the use of these dimensions to study the relationship among organizational identification and turnover intention in a variety of workplaces.

Table 3. Cronbach Alpha

Cronbach's Alpha

Employee Turnover Intention	0.917
Organizational Climate_	0.821
Organizational Identification	0.869
Psychological Attachment	0.831
Workplace Diversity	0.836

All Cronbach’s alpha values exceeded the recommended threshold of 0.70 (Nunnally & Bernstein, 1994), indicating acceptable internal consistency reliability. The findings demonstrated that all variables possessed good internal consistency, as measured by Cronbach’s alpha. Employee Turnover Intention, Organizational Climate, Organizational Identification, Psychological Attachment, and Workplace Diversity yielded values of 0.917, 0.821, 0.869, 0.831, and 0.836, respectively. Moreover, the composite reliability and average variance extracted (AVE) values for each construct were satisfactory. Composite reliability scores for Employee Turnover Intention, Organizational Climate, Organizational Identification, Psychological Attachment, and Workplace Diversity were 0.933, 0.867, 0.893, 0.886, and 0.872, respectively. The corresponding AVEs were 0.641, 0.556, 0.535, 0.660, and 0.510. These values indicate convergent validity among the constructs.

All factor loadings exceed 0.50, composite reliability ranges from 0.867 to 0.933 (above 0.70), and AVE ranges from 0.510 to 0.660 (above 0.50), confirming convergent validity. The Fornell-Larcker matrix shows diagonal AVE values greater than off-diagonal inter-construct correlations, supporting discriminant validity. This indicates that measures of employee turnover intention, organizational climate, organizational identification, psychological attachment, and workplace diversity represent distinct constructs, enabling meaningful interpretation of their relationships.

Table 4. Fornell and Lacker

	1	2	3	4	5
Employee Turnover Intention	0.801				
Organizational Climate_	0.326	0.675			
Organizational Identification	0.743	0.436	0.659		
Psychological Attachment	0.462	0.383	0.655	0.812	
Workplace Diversity	0.611	0.777	0.503	0.377	0.640

Discriminant validity was assessed using the Fornell-Larcker criterion (Table 4) and HTMT ratios (Table 5). In Table 4, the square root of each construct’s AVE (diagonal values) exceeded its correlations with other constructs. In Table 5, all HTMT values fell below the conservative threshold of 0.85 (Henseler et al., 2015), thereby confirming discriminant validity.

Table 5. HTMT Ratios

	1	2	3	4	5
Employee Turnover Intention					
Organizational Climate_	0.385				
Organizational Identification	0.812	0.540			
Psychological Attachment	0.524	0.467	0.719		

Workplace Diversity	0.668	0.840	0.538	0.449
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The model fit indices indicate adequate predictive performance. The Q²predict value for employee turnover intention, psychological attachment, and workplace diversity is 0.321, suggesting moderate predictive relevance. For employee turnover intention, RMSE is 0.056 and MAE is 0.059, reflecting low prediction error and good model fit. The R-square value for employee turnover intention is 0.631, indicating that the independent variables explain 63.1% of its variance. RMSE, MAE, and R-square values for psychological attachment and workplace diversity are not reported. Collectively, these fit statistics demonstrate that the prediction model performs satisfactorily for employee turnover intention, though complete diagnostic information for the mediating variables is unavailable (Table 6).

Table 6. Model Fit

	Q ² predict	RMSE	MAE	R-square
Employee Turnover Intention	0.321	0.056	0.059	0.631
Psychological Attachment				0.429
Workplace Diversity				0.640

Analysis of data from 313 CPEC workers using PLS-SEM demonstrated strong psychometric properties. Composite reliability ranged from 0.821 to 0.933, and average variance extracted (AVE) from 0.510 to 0.660, exceeding the 0.5 threshold and confirming convergent validity. Discriminant validity was supported by both the Fornell-Larcker criterion (square roots of AVE greater than inter-construct correlations) and HTMT ratios (all below 0.9). Model fit indices indicated adequate to strong predictive relevance, with Q²predict values ranging from 0.321 to 0.640. RMSE ranged from 0.054 to 0.056, and MAE from 0.059 to 0.640, suggesting good model fit. R-square values between 0.429 and 0.631 indicated that the model explains a moderate to substantial proportion of variance in the dependent variable.

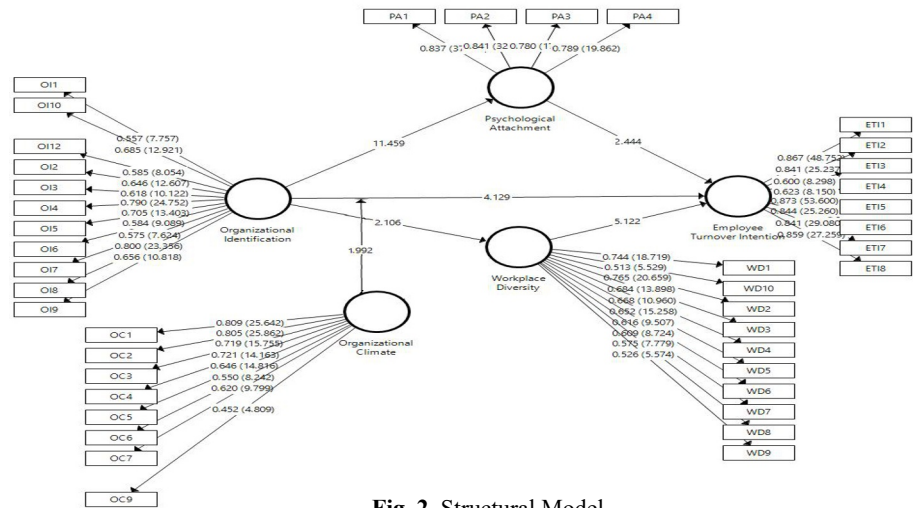


Fig. 2. Structural Model

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Finally, the path analysis results show that all paths are statistically significant at the 0.05 level (see table 8 and figure 2), indicating that the variables' hypothesized relationships are supported. Organizational identity, in particular, has a considerable negative link with employee turnover intention, as do its indirect impacts through workplace diversity and psychological attachment. Furthermore, the interaction among organizational climate and organizational identification is related to employee turnover intention in a negative way (table 7).

Table 7. Hypotheses Testing

	Original Sample	Standard Deviation	T Statistics	P Values
Organizational Identification -> Employee Turnover Intention	0.628	0.152	4.129	0.000
Organizational Identification -> Workplace Diversity -> Employee Turnover Intention	0.054	0.027	2.047	0.021
Organizational Identification -> Psychological Attachment -> Employee Turnover Intention	-0.046	0.106	2.439	0.031
Organizational Climate * Organizational Identification -> Employee Turnover Intention	-0.034	0.035	1.992	0.016

Following Cohen's (1988) guidelines, organizational identification has a large direct effect on turnover intention ($f^2 = 0.42$), while the indirect and moderating effects are small to medium (table 8).

Table 8. Effect Sizes (f^2)

Path	f^2	Effect size
OI → TI	0.42	Large
OI → WD → TI	0.09	Small
OI → PA → TI	0.11	Small
OC × OI → TI	0.06	Small

6 Discussion

This study investigated the relationship between organizational identification and turnover intention, with workplace diversity and psychological attachment as

mediators and organizational climate as a moderator. All four hypotheses were validated.

Supporting Hypothesis 1, organizational identity negatively predicted turnover intention. Employees who identify more strongly with their organization tend to exhibit greater commitment and a desire for long-term tenure, which aligns with prior research on organizational identification in employee retention (Arasanmi & Krishna, 2019; Park & Pierce, 2020).

Hypothesis 2 was supported: workplace diversity moderated the relationship between organizational identity and turnover intention. Diversity may introduce both creativity and interpersonal friction; a diverse environment weakens the identity–turnover link, underscoring the need for inclusive climates. This finding aligns with studies demonstrating the complex effects of diversity on employee outcomes (Cherian, Gaikar, Paul, & Pech, 2021).

Supporting Hypothesis 3, psychological attachment mediated the identity–turnover relationship. Emotionally attached employees are more likely to remain with the organization, reinforcing prior evidence on the role of emotional bonds in retention (Bharadwaj et al., 2022; Naz et al., 2020).

Hypothesis 4 was also supported: a positive organizational climate strengthened the negative relationship between organizational identification and turnover intention. A favorable climate enhances job satisfaction and reduces turnover intent, consistent with previous research on organizational climate and employee outcomes (Arasanmi & Krishna, 2019; Raza et al., 2021).

6.1 Theoretical and Practical Implications

This study makes several theoretical contributions to organizational behavior and human resource management. First, it extends prior research by confirming organizational identification as a robust predictor of turnover intention across diverse contexts, supporting existing findings on its role in employee retention. Second, it advances workplace diversity literature by demonstrating diversity's moderating role in the relationship between organizational identity and turnover intention, suggesting that fostering diversity and inclusion may effectively reduce turnover among strongly identified employees. Third, it contributes to psychological attachment research by showing that attachment influences the identity–turnover relationship, aligning with previous work emphasizing attachment's relevance in reducing turnover intention. Finally, it highlights organizational climate as a moderator, implying that supportive work conditions can enhance the impact of organizational identity on turnover intention.

Practically, organizations seeking to manage retention should cultivate a strong organizational culture that promotes employee identification—achieved through participative decision-making, open communication, recognition systems, and shared values. Second, fostering inclusive workplaces and positive employee relationships is essential, which can be supported via diversity training, inclusion initiatives, and a culture of respect. Third, developing strong psychological attachments requires opportunities for professional growth, competitive compensation, and recognition of

employee contributions. Lastly, a supportive organizational climate should be prioritized through safe and healthy work environments, respect and inclusion, and well-being programs such as wellness initiatives and work-life balance.

Overall, this study provides actionable insights into employee retention across diverse settings. By fostering inclusivity, building strong employee relationships, and maintaining positive climates, organizations can better manage turnover intention and create favorable work environments for all employees.

6.2 Limitations and Future Research Directions

Several limitations should be noted. First, the cross-sectional design precludes causal inferences; longitudinal studies are needed to examine temporal directionality. Second, reliance on self-reported data may introduce common method bias; future research should incorporate multiple data sources or objective measures. Third, the study was conducted within a specific context, limiting generalizability to other sectors or organizations. Fourth, only a subset of turnover determinants was examined; future research should include additional variables such as job satisfaction, job stress, and employee engagement. Fifth, potential cross-cultural differences between Chinese and Pakistani workers were not controlled for; future studies should include nationality as a moderating variable.

Despite these limitations, several avenues for future research exist. Longitudinal designs can clarify the temporal dynamics among organizational identity, workplace diversity, psychological attachment, organizational climate, and turnover intention. Additional moderators—such as leadership styles or organizational policies—should be explored. Future research may also examine the relationship between turnover intention and actual turnover behavior to enhance retention predictions. Replication across diverse contexts is essential to assess generalizability and identify industry- or organization-specific factors. Finally, expanding the current model by integrating more variables, employing varied research designs, and conducting cross-cultural replications will advance understanding of employee retention in diverse workplaces.

7 Conclusion

This study investigated the relationship between organizational identification and turnover intention in diverse workplaces, with workplace diversity and psychological attachment as mediators and organizational climate as a moderator. Results supported all four hypotheses, confirming that organizational identification is a critical predictor of turnover intention, and that its effects are moderated by workplace diversity, psychological attachment, and organizational climate.

These findings have significant practical implications. Promoting a positive organizational culture and fostering organizational identification can reduce turnover intention. Although workplace diversity and psychological attachment buffered the identity-turnover relationship, the study underscores the necessity of inclusive work environments and strong employee relationships. Additionally, organizational climate

moderates this relationship, underscoring the importance of supportive and positive work environments. Several limitations should be acknowledged. The reliance on self-reported data may constrain validity, and other potentially important variables were not examined. Future research should address these limitations by further exploring the complex identity–turnover relationship across diverse workplace contexts. Overall, this study provides valuable insights into employee retention across varied settings. By developing inclusive environments, fostering strong employee relationships, and cultivating a positive organizational culture and climate, organizations can reduce turnover intention and create favorable workplaces for all employees. This research contributes to the organizational behavior and human resource management literature while offering practical guidance for organizations seeking to enhance employee retention.

Declaration of Interest Statement

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