

## A STUDY OF ORGANIZATIONAL IDENTIFICATION AND ITS RELATIONSHIP WITH TURNOVER INTENTION AMONG OPERATIONAL LEVEL EMPLOYEES AT RESORT X

Lee Li Jie\*, Lily Suriani Mohd Arif, Irmawati Norazman, Faizah Mohd Fakhruddin

*Faculty of Social Sciences and Humanities, Universiti Teknologi Malaysia, Johor Bahru, Johor, Malaysia*

\*Corresponding author [leejie12@yahoo.com.my](mailto:leejie12@yahoo.com.my)

Received: 1 June 2020

Received in revised form: 1 November 2020

Accepted: 15 November 2020

Published : 15 December 2020

### Abstract

Organizational identification is a psychological variable that explains individual's sense of belongingness towards his or her organization. The study's main purpose is to determine the relationship between organizational identification and turnover intention among operational level employees at Resort X. This study also explores the level of organizational identification as well as the level of turnover intention among operational level employees at Resort X. The methodology used in this study is quantitative data approach. 86 sets of questionnaires are distributed to the employees from operational level at Resort X by simple random sampling. The finding indicates that there is a negative weak relationship between organizational identification and employees' turnover intention. It is recommended that future researchers to further study both variables in a different industry.

Keywords: *Organizational identification, employee turnover intention*

© 2020 Penerbit UTM Press. All rights reserved

### ■ 1.0 INTRODUCTION

For every organization, the most important asset is their employees. A good and talented employee can help organization increase their competitive advantage. Nevertheless, turnover issue among employees always occur in organization. Kaur, Mohindru and Pankaj (2013) contended that the best way to determine employee's turnover is by first determining the their turnover intention. They further asserted that an increase in the employees' intention to leave will lead to an increase of the actual turnover. Review of the literature highlighted various factors that may lead to employees' turnover intention, however organizational identification despite having argued to effect employees' turnover intention, has received less attention (Taskiran, 2017). Thus, this study attempts to provide additional discussion about organizational identification effects on turnover intention. Organizational identification is individual perception of their belongingness toward a particular organization. Li, Liang and Zhang (2016) assert that organizational identification is individual's self-concept linked with organizational membership and solidarity of individual and organizational values. According to Ricketta (2005), there are many variables

correlate with organizational identification, which Riketta subdivided them into four categories which are demographic variables (organizational tenure, age and job level), work-related attitude (attitudinal organizational commitment, occupational attachment, work group attachment, job satisfaction, organizational satisfaction and job involvement), context characteristics (job scope and organizational prestige) and work-related intentions and behaviors (intention to leave, in-role behavior and extra-role behavior). Riketta (2005) further argues that these variables are correlated with organizational identification either in a positive or negative way. Hence, the sub variable from the last category (work-related intentions and behaviors) which is intention to leave will be the focus of this study.

### ***Problem Statement***

Employee turnover will cause significant cost toward organization. This is because there are a lot of resources have been invested to an employee such as training, development, selection and recruitment (Kaur, Mohindru, & Pankaj, 2013). Once an employee decided to quit, organizations will lose all the investment that they had been invested in that employee. Furthermore, employee turnover will adversely influence the motivation of existing employees, workload will increase and increase the difficulty of work planning (Belete, 2018). So, in order to effectively plan for some interventions to overcome employee turnover issue, the reason they wish or intend to leave need to be identified first (Kaur, Mohindru & Pankaj, 2013). Li, Liang and Zhang (2016) assert that employees show their intention to leave their present organization when they do not have a high sense of belongingness towards their organization. This kind of sense of belongingness is known as organizational identification.

Organizational identification is a key psychological state that ties employees to their organization. It is capable of explaining and predicting employees' attitudes, cognition and behaviours at the workplace (Blader, Patil & Packer, 2017). Based on Podnar (2011), a dis-identified employee has high probability to oppose and revolt the objectives and goals of organization and employees might distrust each other. They will just strive for their own benefit and self-interest and pay no attention to the overall benefit for the organization. Besides, once organizational identification is absent, employees will not achieve their favourable work experience because they are not attracted to their organizations (Stinglhamber *et al.*, 2015). They will be working solely for survival but not for self-dignity (Bamidele, 2010).

Next, the study context for this research was at Resort X. According to Faldetta *et al.* (2013), one of the main problems faced by the hospitality industry is a very high turnover rate. Accordingly, Resort X also faces the same problem especially among its operational level employees. Davidson, Timo and Wang (2010), contends that the high turnover rate in the hospitality industry is due to employees feel that they have a limited career development and opportunities when working in the hospitality industry. Due to this existing negative perception regarding the jobs in this field, it is necessary to determine the role of organizational identification among employees (Santhanam, Kamalanabhan & Ziegler, 2015). Thus, this study highlights the importance of employee turnover intention in order to predict employee turnover and emphasize the relationship between organizational identification and employee turnover intention.

### ***Research Objectives***

- i. To determine the level of organizational identification among operational level employees at Resort X.
- ii. To determine the level of turnover intention among operational level employees at Resort X.
- iii. To examine the relationship between organizational identification and turnover intention among operational level employees at Resort X.

## ■ 2.0 LITERATURE REVIEW

### *Organizational Identification*

Organizational identification can be classified into two main dimensions which are cognitive dimension and affective dimension (Wolter, 2013). Organizational identification is defined as employee linked their membership in the organization to their self-concept, either cognitively, emotionally or both (Mokness, 2014). Cognitive identification is the sense of belonging employees feel towards its organization and is exemplify when employees internalized the value of the organization. This identification refers to self-categorization which individual place themselves as a member of an organization and will try their best to maximise the success of the organization (Johnson, Morgeson & Heakman, 2012). Meanwhile, affective identification refers to employee's positive feeling towards their organization (Johnson, Morgeson & Heakman, 2012). This kind of identification means employees takes pride in their membership of organization.

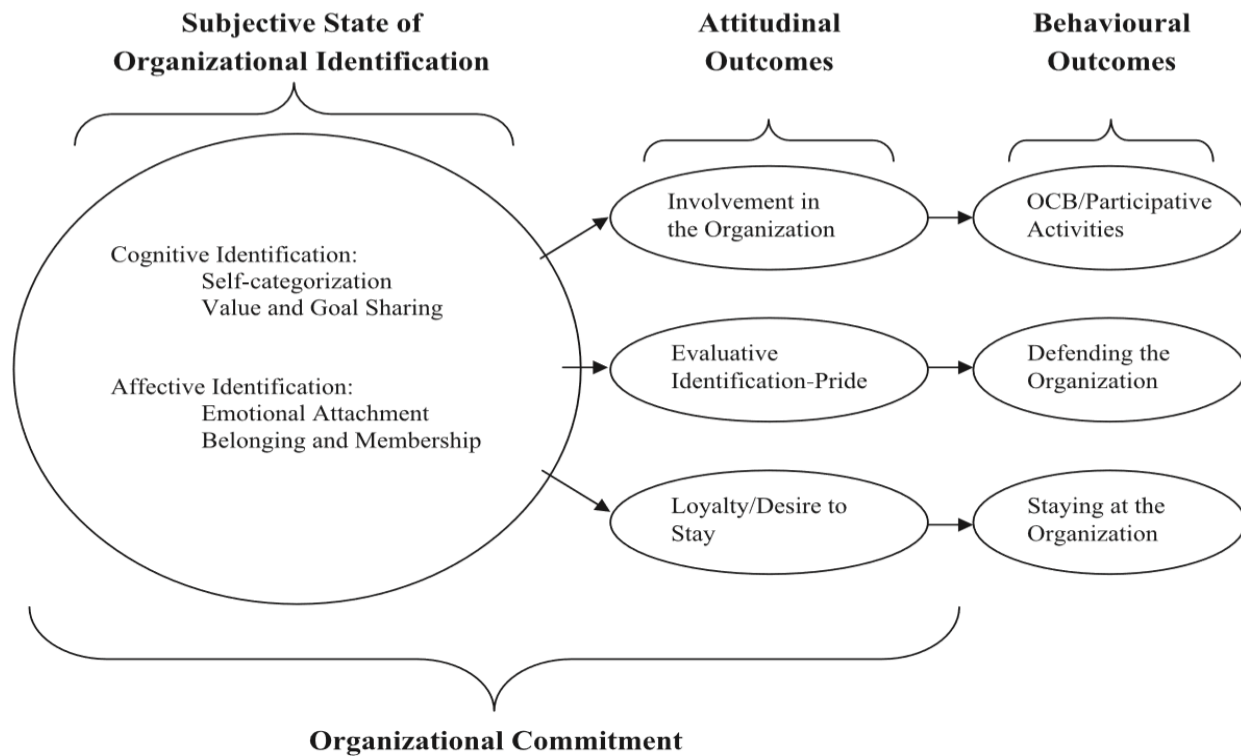
### *Employee Turnover Intention*

The terms turnover intention, turnover intent, intention to quit, and intention to leave are used in literature to describe the probability employees will quit from their job in the near future (Ngo-Henha, 2017). Turnover intention is when an employee is thinking about leaving its organization (Kaur, Mohindru & Pankaj, 2013). According to Saeed, Waseem and Sikander (2014) there are two types of turnover intention namely involuntary turnover intention and voluntary turnover intention. For involuntary turnover intention, it occurs when an organization plans to terminate an employee from a position due to his or her poor performance or other factors. For voluntary turnover intention, it occurs when an employee belief other opportunity is better than his or her present position (Saeed, Waseem & Sikander, 2014). In this research, the researcher only focuses on the dimension of voluntary turnover intention.

### *Research Model*

#### *Conceptual Nomological Model of Organizational Identification*

According to Edwards (2005), organizational identification can be classified as cognitive identification and affective identification (Figure 1). There have three main subcomponents that define the strength of individual's affective and cognitive bond with organization (Edwards & Peccei, 2007). The first and second component are under cognitive identification which are categorization of self and the extent of individual share organization's goals and values and incorporate them into their belief system. For the third component is under affective identification which is individual's sense of attachment, belonging and membership towards an organization. This model shown that there is a direct relationship between organizational identification and loyalty or desire to stay which is the opposite side of current study's variable, employee turnover intention. Thus, this model was applicable to current study.



**Figure 1: Conceptual Nomological Model of Organizational Identification**

Source: Edwards (2005), pp. 220

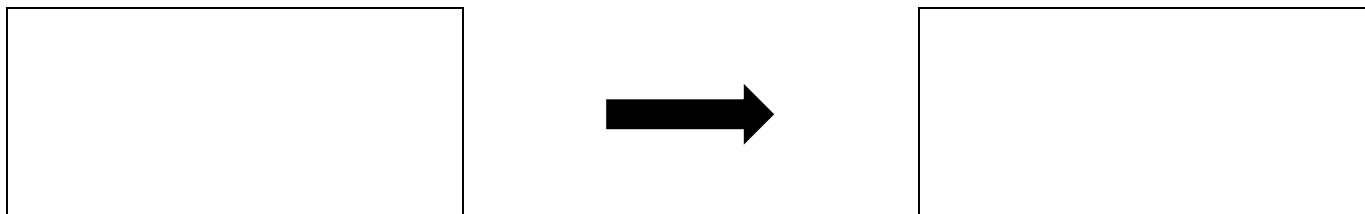
### ***Organizational Identification and Employee Turnover Intention***

Nowadays, employee turnover has received attention from all employers due to its negative impact on productivity, profitability, quality of service and product of the organization (Kumar, 2011). Therefore, leaders of organization are now trying to seek a better way to retain their employees (Liu *et al.*, 2012). Since the best predictor of employee turnover is employee turnover intention, it is necessary for employers to determine their employee's turnover intention (Kaur, Mohindru & Pankaj, 2013). According to Akgunduz and Bardakoglu (2015), employees' organizational identification will reduce their intention to turnover. This can be explained by employees will not demand to quit from current organization if they see themselves as a part of the organization which they have tied their self-concept with. This clearly shows that there is a link between organizational identification and employee turnover intention.

Many studies have been conducted to establish the relationship between organizational identification and employee turnover intention in the past decades. Santhanam *et al.* (2015) conducted a research to examine the moderating effects of organizational identification on human resource practices and employee turnover intention in Indian hospitality industry where he found that there is relationship between organizational identification and employee turnover intention, however the relationship is negative and weak. Furthermore, there are a few researches which conducted at different context that show there is a negative relationship between both variables. For instance, Giritil's (2015) research in Turkish construction industry reports that high employee turnover intention is the relevant outcome of low organization identification among employees. Next, Hertogs (2011) focuses on organizations such as ASML, PepsiCo, NXP, Essent and Rabobank which examines the mediating effect of organizational identification for perceived brand strength and turnover intention. The result indicates that when organizational identification among employees is high, employee intention to leave organization will be low.

### **Research Framework**

The independent and dependent variable of this study are organizational identification and turnover intention. There are two dimensions under organizational identification namely cognitive identification and affective identification. This study aims to examine the relationship between organizational identification and employee turnover intention. The level of each of the variables also determined. Figure 2 shown the research framework for this study.



**Figure 2: Research Framework**

## **3.0 METHODOLOGY**

### **Research Design**

Research design is the detailed outline for gathering and analysis of data and information based on the research questions and research objectives (Borges, 2017). In this study, a cross-sectional study which involves only one contact with target respondents was conducted (Kumar, 2014). This means that the distribution of the questionnaire to target respondents is one-shot. Furthermore, descriptive analysis and correlational analysis were involved. Descriptive analysis attempts to identify the first and second objectives of this study which are to determine the level of organizational identification and turnover intention among operational level employees at Resort X, while correlational analysis aims to identify the relationship between organizational identification and turnover intention among operational level employees at Resort X. This study is carried out by using a quantitative data approach by using a set of questionnaires.

### **Population and Sampling**

To determine the sample size of the respondents of the population, the researcher used Krejcie and Morgan (1970) sampling table. The target population of this study was operational level which is non-management employees at Resort X. This is because according to Alkahtan (2015), the turnover rate among non-management employees is higher than management level employees. The total operational level employees at Resort X is 110 employees. Based on Krejcie and Morgan (1970) sampling table, the sample size for this study was 86 respondents. Simple random sampling was used to choose 86 sample and method of fishbowl draw was used.

### **Measures**

The instrument used in the study was adopted from an established instruments related to the variable. To measure organizational identification questionnaire by Boros (2008) was adopted, the questionnaire consists of a six-item Likert-type scale for cognitive identification and eight-item Likert-type scale for affective identification. The five Likert scale for organizational identification are 1= strongly disagree to 5= strongly agree. Next, turnover intention was evaluate based on the questionnaire adopted from Bothma and Roodt (2013) Turnover Intention Scale (TIS-6) which consists of 6 items. The items for

this scale are measured by different type of Likert scales which included 1= never to 5= always; 1= to a very large extent to 5= to no extent, 1= highly unlikely to 5= highly likely and 1= always to 5= never.

### *Data Analysis*

A total of 86 sets valid questionnaires were collected. In order to proceed data analysis, both descriptive statistics and inferential statistics were used in this study. Descriptive statistics was used to analyze the demographic of the respondents (frequency and percentage), to analyze the level organizational identification (mean score, frequency and percentage) and to analyze the level of employee turnover intention (mean score, frequency and percentage). Pearson correlation was used to identify the relationship between organizational identification and employee turnover intention.

### *Reliability of Instrument*

In this study, pilot study was conducted at Hotel Y. There were 12 staffs from Hotel Y were involved. Based on the result of pilot study, the overall Cronbach's alpha for organizational identification is 0.898 and for employee turnover intention is 0.801 which both instruments have fulfilled the minimum criteria for the reliability of instrument.

## ■ 4.0 RESEARCH FINDINGS

### *Demographic Analysis*

Table 1 shows a majority of the respondents are male employees (67.4%). Most of the respondents aged between 25 to 31 years old (68.6%). In terms of respondents' length of service, most of the respondents were working less than 5 years with Resort X (87.2%). Furthermore, in terms of educational level, most of the respondents fill in 'others' option (55.8%).

**Table 1: Demographic of Respondents (n=86 respondents)**

Variables	Frequency (f)	Percentage (%)
<b>Gender</b>		
Male	58	67.4
Female	28	32.6
<b>Age</b>		
18 – 24	16	18.6
25 – 31	59	68.6
32 – 38	8	9.3
39 – 45	3	3.5
<b>Length of Service</b>		
Less than 5 years	75	87.2
5 – 10 years	11	12.8
<b>Educational Level</b>		
SPM	22	25.6
STPM/ Matriculation/ Diploma	9	10.5
Degree	7	8.1
Others	48	55.8

### *Level of Organizational Identification*

Table 2 illustrates the overall mean score of organizational identification among operational level employees at Resort X by using the descriptive statistic method. Data analysis for the level of organizational identification was based on the two dimensions of organizational identification used in this study which were cognitive identification and affective identification. The findings indicate that the

mean score for both dimensions of organizational identification were found to be at moderate level. Thus, the overall mean score for this variable was 3.18 (Standard Deviation= 0.68).

**Table 2: Level of Organizational Identification**

Dimensions	Mean	Level
Cognitive Identification	3.12	Moderate
Affective Identification	3.23	Moderate
Overall Mean Score	3.18	Moderate

### **Level of Turnover Intention**

Table 3 illustrates the overall mean score of turnover intention among operational level employees at Resort X by using the descriptive statistic method. The finding shows that the turnover intention among employees from operational level at Resort X was at moderate level. Mean score ratio for this variable was 2.57 (Standard Deviation= 0.68).

**Table 3: Level of Employee Turnover Intention**

Dimensions	Mean	Level
Voluntary turnover intention	2.57	Moderate

### **Organizational Identification and Turnover Intention among Operational Level Employees at Resort X**

Table 4 presents the correlations analysis between the organizational identification and turnover intention among operational level employees at Resort X. The results indicate that there is a significant negative weak relationship between organizational identification and turnover intention among operational level employees at Resort X. The correlation coefficient ( $r$ ) value between these two variables was  $r = -0.384$ ,  $p < 0.000$ . This statistical result showed that organizational identification is one of the variables that can be contributed to employee turnover intention. The negative sign indicates that when organization identification increases, employee turnover intention will decrease.

**Table 4: Correlations between the Organizational Identification and Employee Turnover Intention Scores**

	Organizational Identification	Employee Turnover Intention
Organizational Identification	-	-0.384**
Employee Turnover Intention	-0.384**	-

\*\* Correlation is significant at the .01 level (2-tailed)

## **5.0 DISCUSSIONS, LIMITATIONS AND RECOMMENDATION**

### **Discussion on the Level of Organizational Identification and Level of Turnover Intention**

In this study, the overall mean score obtained indicates that the level of organizational identification at Resort X is at moderate level. This result implies that employees from operational level at Resort X have a good sense of belongingness toward the organization but it was at moderate level. Hence, their organizational identification requires further improvement. Nevertheless, these findings need to be examined closely because observation of the demographics shows that majority of the respondents have worked less than 5 years only with Resort X. This is because according to Chinwe, Umoh and Amah (2017), level of employee of organizational identification differs depending on the duration spent in the organization. According to Basar and Basin (2015), the length of service and the relationship's level created with the organization will enhance the level of organizational identification.

Next, the overall mean score obtained indicates that the level of employee turnover intention at Resort X is at moderate level. This means that employees from operational level at Resort X do not have a high intention to leave the organization. The level of employee turnover intention among employees from operational level at Resort X was considered as normal in hospitality industry which is tend to be high, this is because, as stated by Santero-Sanchez *et al.* (2015), the nature of hospitality industry which includes lower salary, 24/7 working hours, high level of job pressure and uneven working hours are the significant factors which often contribute to the employee's turnover intention. All of these factors caused dissatisfaction among employees (Wang, 2017). Review on the result obtained, almost half of the employees feel that Resort X failed to sufficiently satisfy their personal needs. This can be interpreted that the employees are dissatisfied with their current job and thus is reflected in their level of the turnover intention found in this study. This assumption was supported by AlBattat and Som (2013) which mentioned that individuals will have the intention to quit when they are dissatisfied about their work and with their current organization

### ***Organizational Identification and Turnover Intention among Operational Level Employees at Resort X***

The finding shows that there is a significant relationship between organizational identification and turnover intention among operational level employees at Resort X, nevertheless the relationship is weak. The negative sign indicates that when organizational identification increase, employee turnover intention will decrease. This was aligned with the statement proposed by Akgunduz and Bardakoglu (2015) who stated that employees' organizational identifications will reduce their intention to turnover. Besides, this result also aligned with the conceptual nomological model of organizational identification (Edwards, 2005) which organizational identification have relationship with employee turnover intention. A study conducted by Santhanam *et al.* (2015) with research topic of 'examining the moderating effects of organizational identification between human resource practices and employee turnover intentions in Indian Hospitality Industry' obtained a result which align with the result obtained in current research. For this previous study, there is a negative weak relationship between organizational identification and employee turnover intention which have -0.20 correlation. Furthermore, there are some past researches which conducted at different context also proved that there is a negative weak relationship between both variables. For example, Giritil (2015) conducted a research in Turkish construction industry which obtained a -0.39 correlation between organizational identification and employee turnover intention. It indicates that there is a negative weak relationship between organizational identification and employee turnover intention. Moreover, Hertogs (2011) study which focus on the mediating effect of organizational identification on perceived brand strength and turnover intention, found that when organizational identification among employees is high, employee intention to leave the organization will be low. Similarly the finding of this study concurred with the findings of the previously mentioned studies.

### ***Limitations and Recommendations***

The limitations for this study was the research only focus on hospitality industry and the researcher determine a specific target population only which were the employees from operational level. Since limitations exist in this study, some recommendations have been offered for future researcher. The first recommendation for future researcher is researcher can conduct the research regarding this topic in different industry of organization. This is because the independent variable used in this study which is organizational identification is a psychological variable which might have some differences between employees from different industry. The second recommendation is future research can involve larger number of respondents in their study. This is because due to time constraints, the researcher was not able to involve a large sample of respondents in this study, thus the total sample was only 86 respondents. It is recommended that future research to involve a huge number of respondents in order to



increase the accuracy of data collected. The third recommendation is for the methodology used. The methodology used in this study only was questionnaire, thus researcher might lose some extra information regarding research topic due to researcher did not communicate face to face with respondents. It is recommended the future research could combine both data collection method which are qualitative and quantitative. For example, future researcher can involve interview session with target respondents in order to capture some extra information such as facial expression or non-verbal expression of the target respondents.

## ■ 6.0 CONCLUSION

Local studies related to organizational identification and employee turnover intention are very limited in number as there is not much concern given towards this topic. However, in this study an in depth about the concept of organizational identification had been provided. There are three objectives in this study which all of these three objectives were achieved successfully. For the answer of first objective which is the level of organizational identification at Resort X was at moderate level. This clearly shows that operational level employees at Resort X have a good sense of belongingness toward their organization but it was at moderate level. The second objectives which is the level of employee turnover intention at Resort X, the result shown that it also was at a moderate level. For the last objective for this study which was the relationship between organizational identification and employee turnover intention at Resort X, the result proved that both variables had a significant negative weak relationship. The main highlight for this study is organizational identification is one of the factors that contribute to employee turnover intention, however its impact is weak. Thus, there might have others significant factors that give a strong impact on employee turnover intention that organization needs to look into.

## References

- Akgunduz, Y., & Bardakoglu, O. (2015). The impacts of perceived organizational prestige and organization identification on turnover intention: the mediating effect of psychological empowerment. *Current Issues in Tourism*, 20(14), 1510-1526. <https://doi.org/10.1080/13683500.2015.1034094>
- AlBattat, A. R. S., & Som, A. P. M. (2013). Employee dissatisfaction and turnover crises in the Malaysian hospitality industry. *International Journal of Business and Management*, 8(5), 62.
- Alkahtan, A. H. (2015). Investigating factors that influence employees' turnover intention: a review of existing empirical works. *International Journal of Business and Management*, 10(12), 152-166.
- Bamidele, R. (2010). Casualization and labour utilization in Nigeria. Department of sociology and psychology, Fountain university Osogbo Osun State.
- Başar, U., & Basim, N. (2015). Effects of organizational identification on job satisfaction: Moderating role of organizational politics. *Journal of Management & Economics*, 22(2)
- Belete, A. K. (2018). Turnover intention influencing factors of employees: an empirical work review. *Journal of Entrepreneurship & Organization Management*, 7(03)
- Borges W. G. B., Imm, N. S., Cheong, C. B., Chai, L. T., Teik, D. O. L., Nadarajah, D., Chin, L., The, G. M., Aun, L. K., & Mamat, M. N. (2017). *Business Research Methods*. Subang Jaya, Selangor: SJ Learning.
- Blader, S. L., Patil, S., & Packer, D. J. (2017). Organizational identification and workplace behavior: more than meets the eye. *Research in Organizational Behavior*, 37, 19-34. <https://doi.org/10.1016/j.riob.2017.09.001>
- Boros, S. (2008). Organizational identification: theoretical and empirical analyses of competing conceptualizations. *Social Psychology*, 42(2), 111-123. <https://doi.org/10.1027/1864-9335/a000051>
- Bothma, C. F. C. & Roodt, G. (2013). The validation of the turnover intention scale. *SA Journal of Human Resource Management*, 11(1)
- Chinwe, M., Umoh, G. I., & Amah, E. (2017). Perceived organizational support and organizational identification in construction firms in Port Harcourt. *European Journal of Business and Management*, 9(11), 10-17.

- Davidson, M. C. G., Timo, N., and Wang, Y. (2010). How much does labour turnover cost?: A case study of Australian four- and five-star hotels. *International Journal of Contemporary Hospitality Management*, 22(4), 451-466
- Edwards, M. R. (2005). Organizational identification: a conceptual and operational review. *International Journal of Management Reviews*, 7(4), 207-230. <https://doi.org/10.1111/j.1468-2370.2005.00114.x>
- Edwards, M. R., & Peccei, R. (2007). Organizational identification: development and testing of a conceptually grounded measure. *European Journal of Work and Organizational Psychology*, 16(1), 25-57.
- Faldetta, G., Fasone, V., Provenzano, C. (2013). Turnover in the hospitality industry: can reciprocity solve the problem? *Revista de Turismo y Patrimonio Cultural*, 11(4), 583-595.
- Giritli, H. (2015) Organizational identification and turnover intention of employees in the Turkish construction industry. *Going North for Sustainability: Leveraging Knowledge and Innovation for Sustainable Construction and Development*. 23 November. London South Bank University
- Hertogs, P. (2011). *Perceived Brand Strength and Turnover Intention: The Mediating Role of Organizational Identification and Psychological Contract Violation*. Master Thesis, Tilburg University.
- Johnson, M. D., Morgeson, F. P., & Hekman, D. R. (2012). Cognitive and affective identification: exploring the links between different forms of social identification and personality with work attitudes and behavior. *Journal of Organizational Behavior*, 33(8), 1142-1167. <https://doi.org/10.1002/job.1787>
- Kabir, S. M. S. (2016). Basic guidelines for research: an introductory approach for all disciplines. Research Gate. Available at [https://www.researchgate.net/publication/325846982\\_SAMPLE\\_AND\\_SAMPLING\\_DESIGNS](https://www.researchgate.net/publication/325846982_SAMPLE_AND_SAMPLING_DESIGNS) (Accessed: 27 September 2019)
- Kaur, B., Mohindru, & Pankaj, D. (2013). Antecedents of turnover intentions: a literature review. *Global Journal of Management and Business Studies*, 3(10), 1219-1229
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607-610. <https://doi.org/10.1177/001316447003000308>
- Kumar, R. (2014) *Research Methodology: A Step-by-Step Guide for Beginners*. 4<sup>th</sup> Edition, SAGE Publications Ltd., London.
- Kumar, R. R. (2011). Turn over issues in the textile industry in Ethiopia: A case of ArbaMinch textile company. *African Journal of Marketing Management*, 3(2), 32-44.
- Li, J., Liang, q. z., & Zhang, Z. Z. (2016). The effect of humble leader behavior, leader expertise, and organizational identification on employee turnover intention. *Journal of Applied Business Research*, 32(4), 1145-1156. <https://doi.org/10.19030/jabr.v32i4.9727>
- Liu, D., Mitchell, T. R., Lee, T. W., Holtom, B. C., & Hinkin, T. R. (2012). When employees are out of step with coworkers: how job satisfaction trajectory and dispersion influence individual-and unit-level voluntary turnover. *Academy of Management Journal*, 55(6), 1360-1380.
- Moksness, L. (2014). *Verbal Measure, or Graphic Measure, or Both? Psychometric Study of Organizational Identification*. Master's thesis, UiT Norges Arktiske Universitet.
- Ngo-Henha, P. E. (2017). A review of existing turnover intention theories. *International Journal of Economic and Management Engineering*, 11(11), 2760-2767.
- Podnar, K. (2011). Perceived external prestige, organizational identification and organizational commitment: an empirical examination. *Teorija in Praksa*, 48(6), 1611-1627.
- Riketta, M. (2005). Organizational identification: a meta-analysis. *Journal of Vocational Behavior*, 66(2), 358-384.
- Saeed, I., Waseem, M., & Sikander, S. (2014). The relationship of turnover intention with job satisfaction, job performance, leader member exchange, emotional intelligence and organizational commitment. *International Journal of Learning & Development*, 4(2), 242-256.
- Santero-Sanchez, R., Segovia-Perez, M., Castro- Nunez, B., Figueroa-Domecq, C., & Talon-Ballesteros, P. (2015). Gender differences in the hospitality industry: a job quality index. *Tourism Management*, 51, 234-246
- Santhanam, N., Kamalanabhan, T. J., Dyaram, L., & Ziegler, H. (2015). Examining the moderating effects of organizational identification between human resource practices and employee turnover intentions in Indian hospitality industry. *GSTF Journal on Business Review*, 4(1), 11-19
- Stinglhamber, F., Marique, G., Caesens, G., Desmette, D., Hansez, I., Hanin, D., & Bertrand, F., (2015). Employees' organizational identification and affective organizational commitment: an integrative approach. *PLOS ONE*, 10(4)
- Taskiran, E. (2017). The moderating role of organizational identification on the relationship between perceived organizational career management and intention to leave. *International Journal of Business and Management*, 12(11), 73-86
- Wang, Z. (2017). *Factors that affect employee turnover in five-star hotels in Beijing, China*. Degree thesis. Auckland University of Technology.
- Wolter, J. S. (2013). *Four Essays on Organizational Identification as a Marketing Strategy*. Doctoral dissertation. The Florida State University.