

To Stay or to Quit: Moderating role of organisational role stress between organisational identification, employee engagement and turnover intention

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Abstract

This study investigates the association between organisational identification, employee engagement, turnover intention and the moderating role of Organisational Role Stress (ORS). Utilizing Conservation of Resources (COR) theory and a sample of 378 managers from the hospitality industry in India, we found that organisational identification was positively related to employee engagement and negatively related to turnover intention. The study also found that ORS moderated the relationships between organisational identification, employee

engagement and turnover intention. Our findings therefore highlight the important role that organisational identification plays as a personal resource to help managers cope with stress. We highlight the need for future research and practical implications of our findings.

Key words: *Organisational Identification, Employee Engagement, Turnover Intention, Hospitality Industry, India*

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Introduction

The hospitality industry is a tough industry to work in and it has been noticed that the attrition rate has always been unsteady and higher compared to other sectors. Employees in hospitality face a high level of stress (Kim et al., 2007) as the work profile is labour intensive with long working hours, frequent and intensive communication with customers and a high level of emotional involvement and stress (Hayes and Weathington, 2007). Dwindling profits and lower margins versus pressure to deliver quality service, makes working more difficult and stressful in the hospitality industry and is a matter of grave concern for organisations (Lo, 2005). Human resource is not only confined to the organisation; a study done on the African continent reveals that it has a positive and significant impact on the economy of the country as well (Appiah, Amose & Frown, 2019).

In earlier research studies, scholars focused on the relationship between employees and employer, but in those times, their studies were more confined towards the conceptualization of organisation identification and organisational commitment. Employee satisfaction was earlier measured with respect to commitment (Meyer & Allen, 1997; Morrow, 1993). But currently, scholars are keen to investigate the relationship between employee satisfaction and the concept of organisational identification (Ashforth, Harrison & Corley, 2008). It has been assumed that the extent of individuals' engagement and identification with organisational goals depend on the factors that affect the organisation's capability of sustainability. Thus, it is expected that the importance of organisational identification will decrease turnover intentions among employees and improve employee engagement at work. Organisational identification will also reduce the employees' disengagement at work, which in turn, will create more continuity at work, thereby enhancing employees' green behaviour (Jackson et al., 2011). Ones et al. (2010) suggested

that employees with the lowest level of disengagement at work performed green behaviour, which contributed to organisational and environmental sustainability. Past research studies suggest that positive identification improves employee engagement, satisfaction and motivation. Organisational identification decreases employee turnover intentions and reduces internal conflicts (Pratt, 1998; Van Dick et al., 2004). But there are certain unexplored factors, which act as a catalyst in improving organisational identification, its nature and consequences. The aim of this study is to provide organisations in the tourism industry key factors that may reduce employee turnover.

Stress at work has become an integral part of the professional arena. Job stress has started impacting the health of employees resulting in economic losses to the organisation (Dunham 2001; Landsbergis 2003). Managing organisational role stress has thus become a cause of serious concern for human resource managers (Avey, Luthans, & Jensen, 2009). High organisational role stress affects employees' health and lowers motivation, which may lead to poor job performance. Organisations with such workforce fail to be competitive in the market. Work stress may arise from various causes and affect individuals in varied ways. A few researchers believe that job stress is required for better job performance, but while investigating, they found that there exists a negative relationship between job stress and job performance. Job stress in employees lowers their satisfaction at work, leading to poor performance and therefore, increasing turnover intentions in employees (Applebaum, Fowler, Fiedler, Osinubi, & Robson, 2010). Past research studies have also suggested that higher organisational role stress will induce higher turnover intention among employees (Chen et al., 2010; Applebaum et al., 2010). A positive relationship was found between stress and turnover intention by Noor and Maad (2008). Researchers have identified

job stress as a significant hazard to employees' physical and mental health, and performance at work. It has been assumed that organisational role stress is a mediator between job demands and work related outcomes (Maslach & Leiter, 2008).

The hospitality and tourism industry has emerged as one of the major drivers in the growth of the services sector in India. The inpouring of international travellers to the country has provided momentum to this industry to emerge as the key player. The increase in purchasing power of customers is the new trend which, in turn, has increased the demand for travel experiences. The service industry is labour intensive and entails communication with customers. The tourism and hospitality industry is a key contributor to the Indian economy. The foundation of hospitality business depends on the quality of communication and service provided to customers (Choi and Chu, 2001: 290). Providing the best quality of services to customers to retain the existing ones and attract new ones, sometimes takes a toll on the employees in terms of long working hours, less flexible work schedules, predominantly working weekends and low wages, which result in severe mental and physical stress leading to increased employee turnover.

This study intends to understand the moderating impact of organisational stress in assessing the relationship of organisational identification with turnover intention and employee engagement. The novelty in this paper is taking stress as a moderator because it has been cited by past studies that employee engagement will be higher for those employees who are high on Organisational Identification (OI), and turnover intention will be high for those who are unable to relate their identity with that of their organisation. The uniqueness of this study is to assess if role stress intends to negate the positive relationship of OI with employee engagement, thereby, leading to turnover intention. The study starts

with introduction, which is followed by literature review, conceptual background and hypotheses development. The next section deals with methodology and data analysis followed by discussion and implications.

Literature Review

Conservation of Resource Theory

This study is based on the Conservation of Resource (COR) theory by Hobfall (1989) to alleviate the coping methods used by employees during adverse situations. The essence of COR theory lies in the understanding that people retain and protect the resources they value most. Hobfoll (2002) asserts that "...the degree to which individuals appraise something as threatening, and the coping choices they make, are largely determined by the resources they have". So, if the employees value their organisation by associating their identity with their organisation, their engagement will be high and thereby, leading to reduced turnover. Taking into consideration this theory, employee engagement is the outcome of organisational identification. Moreover, if employees identify themselves with that of their organisation, they will also understand that stress is an inevitable part of one's life and this feeling will lead to experiencing less stress.

Employee Engagement

An engaged employee is an impetus to achieve organisational goals and therefore, employee engagement plays a very crucial role in the success of the organisation. Engaged employees envision organisational goals as their own goals and work with full dedication to achieve them. Such workforce not only enhances productivity, but also increases customer satisfaction. Employee engagement has a great impact on organisational climate and employee turnover. Past research studies have proposed that it has a significant correlation with the organisation's

performance. Happy employees are the bedrock of successful organisations. Engaged employees funnel their energies and thoughts in productive missions, form a supportive work environment, and have healthy discussions and team spirit, which lead to innovative ideas. When employees are positively engaged, they are well aware of business' mission and situation, they work as a team to bridge the gap between goal and real market situation, and work hard to achieve the organisation's goals. Individuals are born with some leadership traits, but appropriate learning is compulsory to develop other important leadership behaviours, e.g. political leaders learn from the flutter and flurry of that arena. It is important to learn the art of influencing people in order to successfully manage and engage them (Yadav, 2016).

When employees feel that the organisation is concerned and supportive in helping them manage work-life balance, they are more engaged and committed (Anand et.al, 2017).

Current research studies are making efforts to improve organisational culture and climate, which, in turn, could improve employees' performance (Seligman & Csikszentmihalyi, 2000). The field of Psychology has often been blamed for focussing more on the negative state than positive ones; the ratio between positive versus negative research studies is 1:14 (Myers, 2000), so psychologists now have shifted their attention to study human strengths and abilities rather than the gap and shortcomings. Thus, these practitioners and research studies have re-established the job attitudes and workplace variables in order to enrich the work profile of the employee. Kahn (1990) was the first to suggest the concept of Personal Engagement at work. He proposed that individuals have varying levels of using their abilities and intelligence, emotionally, physically and cognitively in their job roles. Kahn's concept was an outcome of a qualitative study (Kahn 1990), a quantitative study and three factor model

(Kahn, 1992). His model proposed that individuals differ in their extent of personal engagement depending on psychological meaningfulness, psychological safety and psychological availability of their job.

Antecedents and consequences of work engagement have been associated with Job Demand Resources Model (JD-R) (Schaufeli & Bakker, 2004; Koyuncu, Burke, & Fiksenbaum, 2006; Parker, Jimmieson & Amiot, 2009; Meyer & Gagne), Employee Engagement Model (Allen & Mellor, 2002; Van Heck & De Vries, 2002; Kim, Shin, & Swanger, 2009; Llorens et al., 2007; Langelaan et al., 2006; Mauno, Kinnunen, & Ruokolainen, 2007; Hakanen, Schaufeli, & Ahola, 2008), and Conservation of Resources theory (COR) (Hobfoll, 1989) and Effort Reward Imbalance Model (ERI) (Siegrist, 1996).

JD-R model is also in accordance with the Conservation of Resources (COR) theory (Hobfoll, 1989) which emphasizes that people endeavour to obtain, retain, foster and protect things that they centrally value. According to this theory, employees experience stress 1.) when there is threat to lose things or resources they centrally value, 2.) when the central resources are lost and 3) when they fail to gain these resources despite making efforts.

Organisational Identification

Organisation identification can be described as the extent or degree to which an individual feels the harmony between him/herself and a collective entity (organisation) (Ashforth and Mael 1989; Edwards 2005; He and Brown 2013). Studies done in the past have revealed that OI is not just a frame of mind; there are multiple inter-related processes that occur at the same time, as individuals develop and re-assess their association with their organisation. Organisational Identification can have a deep impression on employees' motivational and behavioural factors and

therefore, have a great impact on the organisation's performance (Albert et al., 2000; Ashforth and Mael, 1989; Hall and Schneider, 1972; Lee, 1971; O'Reilly and Chatman, 1986). Equality and integrity at the workplace motivates employees to stay in their organisation (Hogg, Terry, & White, 1995; Stryker & Burke, 2000; Tajfel & Turner, 1986). Conservation Of Resources (COR) theory is based on the tenet that people seek to obtain, maintain and conserve the resources that they value primarily and this theory also insists on intrinsic and deep rooted bias towards overweighing resource loss and under-estimating resource gain. Thus, this explains the impact of organisational identification on employee performance, that if the employee values the opportunities and work culture offered by the organisation, he/she would strive to work hard to achieve goals and will want to stay with the organisation. Organisational Identification studies were re-gestated by Ashforth & Mael (1989); they applied Social Identity theory in the organisational context. OID is defined by Dutton, Dukerich & Harquail (1994) as "the degree to which a member defines him or herself by the same attributes that he or she believes define the organization." Social identity theory is based on the notion that individuals get motivated towards self enhancement; this can be better explained as individuals are motivated to improve their self-esteem (Hogg & Abrams, 1988). People differentiate on the pretext of in-group versus out-group by social categorization and social comparison to improve their self-esteem and thus, can identify groups or categories compatible with that objective (Tajfel & Turner, 1986). Social Categorization implies that an individual identifies him/herself with a given social group, while social comparison implies the evaluation between two or more social groups, i.e. between the group that the individual belongs to and the other group that he/she has not joined (Hogg & Abrams, 1988). Studies on OI mainly investigated the determining factor; some research studies revealed

that perceived organisational support (POS) improved Organisational Identification (Edwards & Peccei, 2010; He, Pham, Baruch & Zhu, 2014).

Every employee perceives citizenship behaviour differently. They observe positive OCB when teams or individuals are fair and just towards them, and have restricting OCB if they are not genuine and just (Yadav & Yadav, 2016). This improves their identification with the organisation.

On a similar note, Hameed, Riaz, Arain & Farooq (2016) stated that external corporate social responsibility improved Organisational Identification. Presently, researchers have started focussing on mediating/moderating role of OI. Like, Callea, Urbini & Chirumbolo (2016) investigated the job insecurity effect on organisational citizenship behaviour and job performance, mediated by OI. Notably, the earlier studies have significance for career research. Then it is quite understandable that organisation oriented careers are partly sustained through organisational behaviour and if individuals assess organisational identity in a positive manner, then adhering to it can improve their self-esteem as well.

Turnover Intention

Turnover intention can be defined as "to be conscious and deliberate wilfulness to leave the organization" (Tett and Meyer: 1993:262). Turnover intention is the impulsion to resign from the individual's current job profile and aspire to look for better job assignments with a different and better organisation (Jung et al., 2012: 2148). Turnover intentions can be bifurcated into two streams: voluntary and involuntary (Albattat and Som, 2013: 63; Lam et al., 2003: 162). Voluntary turnover intention is when the employee him/herself wants to leave the job and look for better opportunities whereas, involuntary turnover is where the employer initiates the departure (Lam et al., 2003: 162). Both types of turnover have a huge impact on

organisational growth and performance. High turnover intentions negatively influence customer satisfaction; the customer perceives it as service quality degradation. It hampers employee satisfaction and morale to a great extent. Turnover intention is a huge cost to the organisation and hiring new talent. Their orientation and training becomes a huge expense to the company (Cho et al, 2009:374). There could be three probable reasons for high turnover intention among employees: First, work related factors i.e. salary, performance and professional commitment issues. Second, there are certain individual factors like age, gender, education and third, external factors i.e. unemployment rate and work unions (Foreman, 2009: 357). These factors also have a great influence on employees' thought process and motivation levels. Also, apart from wages, employees have certain expectations in terms of work environment, work profile and fair appraisal system. If they find the organisational policies not meeting with their expectations, low career growth and poor reward and recognition policies, they feel devalued and demotivated. They get stressed with the workload and abusive supervision, and eventually lose trust in the management (Yazinski, 2009). This is an undesirable situation for any organisation. Turnover intention plays a great role in disengagement of employees in the workplace and has a huge impact on organisational productivity (Kim et al., 2005: 175).

When an employee decides to leave the organisation, it is a loss of relevant talent for the organisation and there are costs attached to a high turnover rate (Yang, 2008: 433). High attrition in the organisation not only increases expenses, but also has a negative impact on productivity (Lam et al., 2002:218). Turnover intention therefore is a negative factor that not only affects productivity, but also results in degradation in customer service quality, employee motivation and organisational culture (Kim and Jogaratnam, 2010: 319). The consequences of turnover intentions can be

bifurcated into direct and indirect effects. Direct effects include hiring and training costs while indirect effects include decline in organisational commitment, job satisfaction and disengagement at work (Faldetta et al., 2013: 584; Foreman 2009: 356; Hemdi and Nasuridin, 2004: 64; Subramanian and Shin, 2013: 1751).

The COR aspect has been considered to align with motivational theories related to turnover. Maertz and Griffeth (2004) established eight motivational drivers of turnover (e.g. affective, calculative, contractual, behavioural, alternative, normative, moral/ethical and constituent) of which four (affective, calculative, contractual and behavioural) are relevant to the current study. Affective forces also include one's tendency to look for an environment offering comfort and pleasure, and avoiding situations (e.g. leaving the organisation) that may cause some pain and discomfort. In most empirical studies, turnover intention shows a high correlation with actual turnover (Bluedorn,1982). Khatri (1999) expressed two aspects of turnover intentions: first, sometimes individuals change jobs frequently just for fun. Second, sometimes employees get influenced by work friends, financial pressures or abusive supervision. High turnover leads to lower productivity thus hampering profitability due to lack of experienced and relevant talent.

Organisational Role Stress

Employees working in the tourism sector are more likely to become victims of organisational role stress. Employees at a leadership role need to manage their stress and work on increasing sales. They should avoid passing their stress to the team in order to ensure that the latter manage customers with enthusiasm and serve them well. Moreover, employees in this sector need to be innovative in terms of providing their guests the best experience (relaxation, enjoyment, etc.) during their stay or travel. Leaders must control

their stress, look confident and calm so that they can motivate employees without passing on their stress to employees. The work profile or job role is the medium that connects the employee to the organisation (Aziz, 2004). Role denotes a set of functions one performs in response to the expectations of the "significant others", and one's own expectations from that position or office (Pareek, 1993). As per Pareek (2003), there are two types of role systems - Role Space and Role Set. Both of them have a rooted potential for stress and conflict. Role stress not only harms social relationships, but also impacts psychological and physical wellbeing of employees, which, in turn, affects their job performance. High expectations, lack of support and divergent interests make a perfect recipe for high stress. Accepting the role and setting realistic expectations from the organisation may help in reducing stress and enhancing personal effectiveness. Past researchers have found that there exists a negative relationship between organisational role stress and customer service quality, which means that a less stressed employee delivers better services than those who are more stressed (Varca, 1999). Work stress directly affects the employee's job performance (Beehr, Jex, Stacy, & Murray, 2000; Gilboa, Shirom, Fried, & Cooper, 2008; Lepine, Podakoff, & Lepine, 2005), increases anxiety and exhaustion, and therefore, decreases the desire to learn and be innovative at work (Lepine, Lepine, & Jackson, 2004). The trend shows that employee attrition is emerging as a serious challenge and has monetary costs attached to it, which includes hiring cost as well as training cost (Thanacoody et.al, 2014).

Gender also has its part to play in having an engaged workforce. A study done on working women reveals that in order to strike work-life balance, female employees face more stress, therefore, it hampers their engagement level at work (Harilal & Santhosh, 2017).

Organisations have already started working on strategies which can effectively engage the employees and improve their bonding with the organisation. More the engagement at work, lesser will be the chances of employees leaving the organisation (Shuck and Reio, 2014).

The tourism sector is facing high employee turnover due to immense work pressure, longer work hours and intensive communication with clients. Thus, it becomes important for the organisation to prevent employees from getting disengaged at work. Disengagement at the workplace paves way for job insecurity, demotivation and negative thoughts about the work profile and organisation, which, in turn, lead to the desire to leave the organisation (Shuck and Reio, 2014). Thus, we can state that there exists a significant negative correlation between employee engagement and turnover intention. Disengaged employees are not very keen to take up new projects, they do not feel a sense of belonging and start looking for better opportunities.

Conceptual Framework and Hypotheses Development

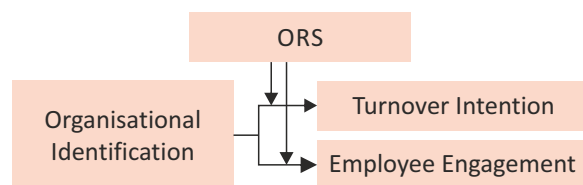


Figure 1: Conceptual Framework

Organisational Identification and Turnover Intention

Organisational Identification shows the degree of overlap between employees' self-concept and goals, and the organisation's goals and values. Higher the identification, lower will be the intention of the employee to leave. Those who identify with their organisation's goals distinguish their work assignments more positively and are ready to give their best shot in order to attain goals allocated to

them. Even during a phase of negativity, such employees tend to take up assignments as a challenge and have a belief that the negativity is transitory. This thought process leaves no place for turnover intention. They consciously or sometimes unconsciously suppress negative thoughts about the organisation and aim to successfully fulfil the jobs assigned to them. Organisational Identification improves the employee's self-esteem (Tajfel and Turner, 1986) and reduces job insecurity (Pratt, 1998). Higher the identification lesser will be the intent of the employee to leave. Based on the above literature, it can thus be hypothesised that:

H1: Organisational Identification is inversely associated with Turnover Intention

Organisational Identification and Employee Engagement

Social Identity theory states that stronger the connection between employer and employee, better will be the dedication and engagement at work. Engagement can be both physical and mental reflecting the behavioural facet of the concept. Scafauli, Leiter & Taris (2006) noted that employee engagement is the outcome of employee motivation and satisfaction, which gets mirrored in their dedication and aggressiveness towards the given project. As stated earlier, higher organisational identification leads to higher work engagement whereas lack of organisational identification leads to demotivation and disengagement at work. A strong bond between employee and his/her organisation enhances the motivation of making effort to achieve organisational goals (Carmeli et al., 2007). Thus, an employee with a strong psychological connection with the organisation will have positive work engagement (Karanika-Murray et al., 2015). Research done by Buil et. al (2019) in the hotel industry also pointed out that Organisational Identification has a positive impact on employee engagement. The extent to which an

individual is able to identify with the organisational goals and values is very important for effective performance of both employee and organisation. It has also been noted that organisational identification is a very important dimension for efficient functioning of the organisation (Fuller, Marler, Hester, Frey, & Relyea, 2006). An individual identifies himself with a particular group so as to reduce risk, uncertainty and gain effective resources. This identification can be explained by COR theory, which has a strong significance in this relationship since it motivates individuals to gain, retain and protect the resources which are of great value to them. Organisational Identification shows the degree of overlap between employees' self-concept and goals, and the organisation's goals and values. It can be hypothesized from the above literature that:

H2: Organisational Identification is positively associated with employee engagement

Organisational Role Stress, Organisational Identification and Turnover Intentions

Stress is an integral part of human existence and everyone faces series of stress in his/her daily life. But individuals perceive it as a threat if it happens at their workplace. Therefore, it becomes a matter of grave concern for employees as well as for the organisation. There are many different theories and concepts about stress and every individual has his/her own different way of managing stress; different people react to the same situation differently. Stress arises when the person feels anxious or negative about the situation and feels pressure that he is not able to handle (Joseph, 2013). The success of every organisation depends on its employees and if employees intend to quit the organisation, it might cause serious trouble for the organisation, which will need to incur great cost. Khan, Aqeel and Riaz (2014) pointed out that if an individual suffers from any mental and physical illness due to an unwanted situation, then it may induce stress. There can be several stressors like noise, work

overload, high expectations, conflicts, role ambiguity, insomnia due to work pressure, etc. These sort of stressors might lead to health issues. High job stress increases demotivation, disengagement at work and desire to leave the job. Previous studies (Iliyanage et al. 2014; Qureshi et al. 2013; Mosadeghrad 2013) revealed that there exists a positive relationship between Stress and employee Turnover Intention. It is observed that with an increase in organisational role stress, the Turnover Intention among employees naturally increases. Recent trends showcase the interest of researchers toward stress and health. Several studies have found that individuals' identification with their social group such as their organisation or work friends have a negative relationship with stress (e.g., Bizumic, Reynolds, Turner, Bromhead, & Subasic, 2009; Haslam, O'Brien, Jetten, Vormedal, & Penna, 2005). Haslam et al. (2005) found that customer service employees and bomb disposal technicians with positive and strong organisational identification reported lower levels of stress at work than their peers who had lower identification with their organisation. Similarly, an experimental research done by Wegge, Schuh, and van Dick (2012) revealed that organisational identification decreased the stress levels of call centre agents in adverse situations. This supports the main tenet of Social Identity model of stress (Haslam, 2004). Several research studies have been published investigating the relationship between employees' Turnover Intentions and Organisational Identification (Van Dick et al., 2004; Wan Huggins et al. 1998). Meta analytic studies have reported that Organisational Identification exhibits strong, negative correlations with Turnover Intention (e.g., Meyer et al., 2002; Riketta, 2005). It can be hypothesised that:

H3: ORS has a moderating effect on the relationship between OI and Turnover Intention

Organisational Role Stress, Organisational Identification and Employee Engagement

The tourism industry has always been a tough industry to work in. It involves long working hours, and direct and extensive client interaction. Thus, stress is bound to happen. Employee Engagement has been a boon for organisations to calculate their investment in human capital (Chaudhary et al., 2011). Engagement has been explained as the positive and motivational construct associated with work and is distinguished by vigour and dedication. As per Saks (2006), experience of work engagement can be explained as enriching work-related positive state of mind (Schaufeli & Bakker, 2004; Sonnentag, Mojza, Demerouti, & Bakker, 2012). Some researchers also suggested that higher the harmony and identification among group members, greater will be the team spirit and enthusiasm to achieve the desired team goals as well as the organisational goals, therefore, keeping employees positively engaged at work. Reade (2001) revealed that Organisational Identification increases motivation and employees perform beyond their duties and go the extra mile to achieve organisational goals, which symbolizes positive employee engagement. In the past, researchers have found that organisational role stress was negatively related to work engagement (Bakker et al., 2010; Demerouti & Bakker, 2011; Schaufeli & Bakker, 2004). Moura et al. (2014) revealed that employees' work engagement level will decrease with increase in stress. Poor job design or never-ending job demands exhaust the mental and physical resources of employees, leading to energy depletion and therefore, lesser work engagement.

H4: ORS has a moderating effect on the relationship between OI and employee engagement

Method

Participants and Procedure

The data was taken from the hospitality sector of northern India. The hospitality industry is a broad category of fields within the service industry that includes lodging, restaurants, event planning, theme parks, transportation, cruise line, and additional fields within the tourism industry. The survey included 378 participants consisting of employees working in different departments like facility maintenance, direct operations, management, marketing and human

resources. Out of 400 questionnaires that were given for the survey, 22 were discarded due to incomplete information. Prior appointment was taken from the concerned departmental heads who were briefed about the survey. A specified time during weekdays was allotted for the survey. As the data collection was dependent on the time frame specified by the heads, it took around 3 months to collect the data. The heads were assured about the confidentiality of the data and were clearly specified about the purpose. Table 1 specifies the demographic details of the respondents.

Gender	Males	Females			
	(192)	(186)			
Marital Status	Married	Unmarried	Other		
	(205)	(169)	(4)		
Tenure (In yrs.)	1-5	6-10	11-15	16-20	Above 20
	(156)	(112)	(56)	(37)	(17)
Age (In yrs.)	21-30	31-40	41-50	51-60	Above 60
	(124)	(163)	(49)	(34)	(8)

Measures

All the items were measured on a five-point rating scale with 1 indicating 'strongly disagree' and 5 as 'strongly agree'.

Job Stress: Job stress items were adopted from the short version questionnaire developed by Jamal and Baba (1992).

Employee Engagement: This scale developed by Schaufeli and Bakker (2003) consists of 17 items and involves 3 independent aspects - employee engagement: Vigour (6 items), Dedication (5 items) and Absorption (6 items).

Organisational Identification: Mael and Ashforth's (1992) six-item organisational identification scale was

administered to determine employees' organisational identification.

Turnover Intentions: A three-item turnover intentions scale (O'Driscoll Michael and Beehr Terry 1994) was used for this study.

Analysis

Measurement Model Results

In order to test the model fitness of the structural model, the researchers administered the Confirmatory Factor Analysis (CFA), wherein the results reflected an acceptable overall model fit of the data (Table 2).

Table 2: Fit Indices of the Measurement and Structured Model

Fit Indices	Measurement Model	Structural Model
χ^2/df	3.416	3.561
GFI	.973	.989
AGFI	.912	.944
NFI	.954	.972
CFI	.913	.913
RMSEA	.062	.068

Table 3: Analysis of Measurement Model

Research Constructs		Descriptive Statistics		Cronbach		CR	AVE	Measurement Item Loadings
		Mean	SD	Inter-Item	α Value			
Job Stress (JB)	JS1	3.76	.82	.72	0.83	0.86	0.70	0.60
	JS2			.74				0.72
	JS3			.68				0.75
	JS4			.76				0.66
	JS5			.64				0.74
	JS6			.66				0.76
	JS7			.74				0.66
	JS8			.60				0.68
	JS9			.74				0.77
Organisational Identification (OI)	OI1	4.14	.64	.76	0.80	0.82	0.58	0.77
	OI2							0.69
	OI3			.74				0.73
	OI4			.66				0.68
	OI5			.76				0.66
	OI6			.64				0.75
Turnover Intention (TI)	TI1	3.96	.74	.74	0.81	0.82	0.78	0.78
	TI2			.68				0.82
	TI3			.63				0.76
				.66				
Employee Engagement (EE)	EE1	3.18	.78	.78	0.88	0.91	0.65	0.62
	EE2			.62				0.71
	EE3			.70				0.68
	EE4			.77				0.65
	EE5			.74				0.66
	EE6			.60				0.72

Research Constructs		Descriptive Statistics		Cronbach		CR	AVE	Measurement Item Loadings
		Mean	SD	Inter-Item	α Value			
	EE7			.66				0.63
	EE8			.72				0.62
	EE9			.68				0.71
	EE10			.78				0.69
	EE11			.74				0.79
	EE13			.70				0.84
	EE14			.64				0.75
	EE15			.71				0.77
	EE16			.60				0.73
	EE17			.64				0.64

Reliability and Validity Analysis

This study assessed reliability by measuring Cronbach's alpha and construct validity through convergent validity and discriminant validity. As depicted in Table 3, all the items were found to have a reliability above 0.70 thereby fitting the eligibility criteria as suggested by Fornell and Larcker (1981). All the item loading of varied factors were above 0.6 which indicated the statistical significance between the items and the constructs. Fornell and Larcker's (1981) suggestion of discriminant validity was proved adequate when AVE of each construct was found to be greater than the correlation value.

Table 4: Fornell-Larcker Criteria: Mean, SD and Correlations and Discriminant Validity

Variables	Mean	SD	1	2	3	4	5	6	7	8
1 Age	1.55	.82	1							
2 Gender	1.43	.49	.09	1						
3 Tenure	1.49	.86	.12	.05	1					
4 Marital Status	1.51	.51	.06	.01	-.14**	1				
5 Job Stress	53.34	7.73	.04	.12	.06	.06	.83			
6 Turnover Intentions	8.84	2.78	.09	.07	.13*	-.04	.42**	.88		
7 Employee Engagement	36.14	7.79	.08	.11*	.07	-.06	-.37**	-.47**	.80	
8 Organisational Identification	21.91	2.63	-.04	-.05	-.09	-.02	-.26**	-.35**	.46**	.76

Note: N=378; **correlation significant at .01 level; values of discriminant validity (square root of AVE) is represented diagonally

The result in Table 4 shows the association between the study variables. Organisational Identification has a negative association with turnover intention ($r = -.35$, $p < 0.01$) thus, proving the first hypothesis of the study that states that Organisational Identification has a negative association with turnover intention. The second hypothesis of the study that Organisational Identification will have a positive impact on Employee Engagement is also proven by the result ($r = .46$, $p < 0.01$). Table 5 depicts the moderating role of ORS on

organisational identification and turnover intention relationship and the results found that ORS acted as a significant moderator between the relationship ($\beta = .23$, $p < 0.01$), thereby proving the third hypothesis of the study. Similarly, hypothesis 4 of the study was also proven when ORS emerged as a strong moderator between organisational identification and employee engagement relationship. The results of moderation also get support from the slopes as depicted in Figures 2 and 3.

Table 5: Moderating role of Job Stress in Organisational Identification and Turnover Intentions / Employee Engagement relationship

Variables and Steps	Dependent Variables	
	β	
	Model 1 Turnover Intention	Model 2 Employee Engagement
Step 1: Controls		
Age	.09	.08
Gender	.07	.11
Tenure	.13*	.07
Marital Status	-.04	-.06
Step 2: Main effects of Predictor variable		
Organisational Identification	-.34**	.46**
Step 3: Moderator		
Job Stress	.42**	-.37**
Step 3: Interaction		
OI * Stress	0.23**	0.26**
R2	0.32	0.37
Adj. R2	.0.30	0.36
F	22.16**	24.42**

Notes= 378, * $p < .05$; ** $p < .01$

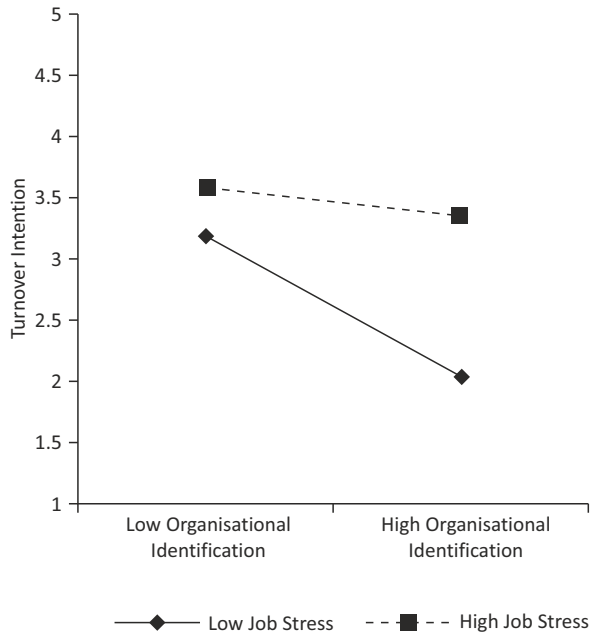


Figure 2: Moderating role of Job Stress on Organisational Identification-Turnover Relationship

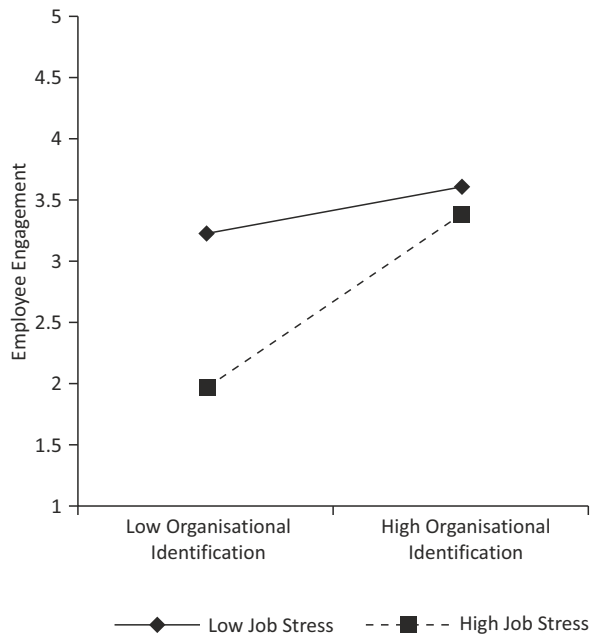


Figure 3: Moderating role of Job Stress on Organisational Identification-Employee Engagement Relationship

Discussion

Utilizing COR theory (Hobfoll et al., 2018), this study intended to investigate the impact of Organisational Identification on Employee Engagement and Turnover Intention and the moderating effect of Job Stress. Results of the study reveal that Organisational Identification is inversely related to Turnover Intention, which supports our first hypothesis that there is a negative and significant association between organisational identification and Turnover Intention; the results are in accordance with the studies done in the past. Organisational Identification improves self-esteem (Tajfel and Turner, 1986), and reduces the job insecurity (Pratt, 1998) which, in turn, reduces Turnover Intention. If the employee is able to identify with the group and organisational goals, he/she will be more active and positive about the group values and norms (e.g. Ashforth and Mael, 1989; Van Knippenberg, 2000). Researchers have stated that Organisational Identification should be perceived as a strong support for the organisation and team members; unity among them may lead to a stronger bond with the organisation and reduces the intention to leave (Ashforth and Mael (1989). The results also reveal that there is a positive and significant association between Organisational Identification and Employee Engagement which supports our second hypothesis which aligns with the various studies done in a similar context. Tyre & Blade (2001) state that increase in harmony and identification in the group leads to enhanced team spirit and employees tend to work with more passion and dedication to achieve team goals and organisational goals. Thus, they are positively involved and engaged at work. A study done by Reade (2001) revealed that increase in Organisational Identification leads to improved performance and enhanced motivation, which prompts employees to go beyond stated duties to achieve organisational goals. Further, in this study, we tried to investigate the moderating effect of Job Stress on Organisational Identification and Turnover

Intention. The results show that Job Stress has a moderating effect on the above-mentioned relationship, which supports our third hypothesis that Job Stress has a moderating impact on Organisational Identification and Turnover Intention relationship. Previous literature (Iyanage et al. 2014; Qureshi et al 2013; Mosadeghrad 2013) also support that there exists a positive relationship between Stress and Employee Turnover Intention. It was noticed that with the increase in organisational role stress, the Turnover Intention among employees naturally increases. In our study, we tried to dig out more about the moderating impact of Job Stress on employee engagement relationship. The results indicate that Job Stress has a moderating impact on Organisational Identification and employee engagement relationship which is in support of our fourth hypothesis. Previous literature is also in alignment and state that organisational role stress was negatively related to work engagement (Bakker et al., 2010; Demerouti & Bakker, 2011; Schaufeli & Bakker, 2004). Moura et.al (2014) revealed that employees' degree of work engagement will decrease with increase in stress. Poor job design or work overload certainly exhausts the mental and physical resources of employees, leading to energy depletion and therefore, lesser work engagement.

This study provides a theoretical explanation in addition to empirical evidence for the role of Organisational Identification and the moderating role of Job Stress in explaining employee engagement and Turnover Intention. Therefore, supporting COR theory, we found that role stress results in the depletion of managers' resources and energies, and intention to leave the organisation.

Applicability of the study in India:

In India, turnover rates have always been high. It was around 80 percent in the IT sector a decade ago and 100 percent for the BPO industry (Mitchell 2005, 2007). Therefore, turnover has always been a major

issue for Indian suppliers and their global clients. Employee turnover creates delay in deliveries, reduces quality and enhances the cost (Jiang & Klein 2002). The supplier and the client, both aim to improve employee retention of the most qualified workers. Academicians can contribute by developing a model of turnover which is applicable to organisations in India. The purpose of this paper is to study variables that can help in reducing turnover in the Indian hospitality industry. Our study proposes that identification has an inverse relationship with turnover, and direct relationship with engagement. Therefore, taking measures on improving the identification among employees may reduce turnover. In the current economic crisis, it becomes very important for organisations across industries to retain their employees because higher turnover will lead to higher unemployment in India; this will have a very negative impact on an already suffering economy. This is not just applicable to India, but to all the developing countries; they need to have lower turnover so as to minimize unemployment.

Managerial Implications

Employees are the most valuable asset to any organisation; they are the ones who lay the foundation of success for the organisation. Therefore, it becomes a great challenge for the organisation to retain its talent pool due to innumerable job opportunities available in the market. It becomes necessary for the organisation to create and maintain a positive work climate so that employees can identify with the group and organisational goals, plan activities which can help employees reduce stress and improve their mental and physical health. If this is done properly, Turnover Intention among the employees will automatically reduce. Our results are suggestive that organisations should try to retain individuals with strong Organisational Identification because they are an asset to the organisation, which is visible through their high engagement level.

Limitations and Future Direction of Research

Every research comes with its own set of limitations. In this study, we have covered only one region of India, thus leading to lower diversity in the sample set. The results could have been better and robust if more regions were taken into consideration. We conducted

our study in the hospitality sector, thus there is a need to enhance the generalizability of our findings. It is possible that the relationships investigated and found in this study may operate differently in organisations with different cultural norms. Future research can also look into the demographic aspects while dealing with these types of variables.

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