ORGANIZATIONAL IDENTITY AS A MEDIATOR BETWEEN HUMAN RESOURCE (HR) PRACTICES AND TURNOVER INTENTION

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Abstract:

This research explores the impact of HR practices on employees' turnover intentions and the mediating role of organizational identity in this relationship. By operationalizing the concept of "social identification," the study integrates social identity theory and self-determination theory to provide a comprehensive framework for understanding how HR practices contribute to employee retention. The findings reveal that training and engagement programs, as well as fair recruitment processes, significantly reduce turnover intentions by enhancing organizational identity. Employees develop emotional attachment, value alignment, and a sense of identification with the organization through the mediating effect of organizational identity. This research addresses two gaps in the current literature by focusing on both operational efficiency and cultural integration, offering valuable insights for reducing turnover rates. The practical applications emphasize the development of systems that engage all staff members to foster long-term organizational commitment. The study acknowledges limitations such as the reliance on self-reported data and a cross-sectional design, suggesting future research should adopt longitudinal and multi-sectoral approaches. Overall, these results enhance retention theory and offer a strategic guide for effective HR management.

Keywords:

Human Resources, HR Management, Organizational Identity, Training And Engagement Programs, Turnover Intention

Introduction

Organizational identity, a crucial term in organizational behavior, represents the members' common sense of who they are as an organization (Knorr & Hein-Pensel, 2024). The organizational entity consists of values, culture, and purpose that are part of the organizational self-schema. HR practices, on the other hand, play an important role in determining the tone at the bottom and, therefore, the broader experience of the employees in organizations (Nyfoudi et al., 2024). The policies, which include staffing, development, reward and performance policies, are meant to enhance employee morale, loyalty and productivity. However, turnover intention, or an employee's intentional and purposeful preparation to leave an organization voluntarily, remains a serious challenge for firms worldwide (Krishnan & Rathakrishnan, 2025). Turnover intention leads to schedule instability, increases personnel acquisition and training costs, and hampers organizational memory storage (Ndatshe et al., 2024). Consequently, identifying the factors that help reduce turnover intentions has emerged as an important focus of study for human resource practitioners and organizational executives.

There is a strong link between organizational identity, HR practices and turnover intentions. Loyalty and belongingness are the two factors that are brought by employees who have a strong identification with their company, therefore minimizing the chances of turnover. For example, Taskiran (2024) explained the positive impact of organizational identification as reducing turnover intentions. Similary, Nasim et al. (2021) argued that, apart from enhancing the level of happiness among the workforce, beneficial human resource practices enhance identification with organizational values among its employees.

Globalization and technology advancements have put pressure on organizations in order to meet the expectations of their employees (Ahmadi, 2024). The modern worker does not only demand a fair wage but also wants to be aligned with business/company values, to have growth opportunities, and to bring impacts. Today's globalization and technology have created high expectations for the employees (Lina, 2018). High-salary employees want more than just money for their labor; the new generation of employees wants to be part of businesses that share their values, as well as professional growth opportunities and meaningful work. This shift raises the question of how human resource practices might employ company identity to tackle turnover levels among its employees.

Turnover intention is one of the major predictors of organizational performance, financial health, and organizational culture (Abet et al., 2024; Lin & Huang, 2021). Despite the deployment of strong HR policies, many firms struggle to keep their employees, especially in competitive industries with substantial talent mobility (Sousa et al., 2024). The challenge is to understand why some individuals remain loyal to an organization while others actively seek new chances. According to Faridah et al., (2022), work satisfaction, organizational commitment, and external employment opportunities all have an impact on turnover intention.

There are some gaps in the relevant studies. The first gap is that the role of organizational identity as a mediator in the impact of HR practices on employees' turnover intentions is understudied. While HR practices have been shown to improve job satisfaction and commitment, their usefulness in establishing corporate identity and hence lowering turnover intention, has not been well understood., for example, Neves et al., (2022) underline the relevance of commitment and involvement in minimizing the intention to leave. Therefore, prior research does not specifically explore how organizational identity influences this association. This oversight limits HR practitioners' ability to give focused responses.

Furthermore, organizations frequently use financial incentives to prevent turnover. Compensation is necessary, but it is insufficient in isolation. Employees continue to select organizations that align with their personal principles and provide meaning. Thus, the second gap stems from the lack of an integrated strategy that encompasses practices, identity, and turnover objectives. It is essential to fill this gap to help firms seeking viable long-term retention strategies in highly dynamic workplaces.

To address the two gaps, this study examines the role of HR strategies in building organizational identity in order to lower turnover intentions in technology enterprises. The high job mobility and a competitive talent landscape that define the technology industry give the best context to study most of the HR practices that can affect the loyalty of employees and, in turn, reduce turnover rates. The main objective of this study is to examine the impact of HRM practices on employee turnover intentions and the mediating role of organizational identity while identifying effective HR strategies to enhance retention.

Theoretical Perspectives On Organizational Identity And Employee Turnover

HR Practices And Turnover Intention
Policies and turnover intention have been identified as the two primary categories of investigation within human resource management because the global economy continues to alter the nature of the workforce. Precisely, in a systematic review by Deepalakshmi et al. (2024), the author also discovered that the organizations implementing SHRM had low turnover rates because of employees' involvement and job contentment. The study established that well-designed performance recognition programs not only increased employees' attitudinal commitment to their organizations but also decreased turnover intentions by a quarter for middle-line workers. Contemporary employment practices have moved from transactional obligations to transactional activities that require change in order to meet psychological requirements. Xuecheng et al. (2022) pointed out that organizations that had a meaningful value for their HR practices had a 30% higher retention rate than organizations with only compensation and benefits. Xuecheng et al. (2022) found that current employees expect to receive valuable work experiences that are compliant with their personal and vocational values and objectives; this means that it is high time for HR practices to catch up to these expectations. Implementation quality and need fulfillment have a moderate mediating effect between HR practices and turnover intentions. In the cross-sectional study of the professionals across their career tenure, Walker-Schmidt et al. (2022) reported that onboarding after the first week was linked to a 40% reduced turnover rate within the first year of work

Walker-Schmidt et al. (2022) research emphasized that effective onboarding fosters a positive psychological contract between employees and organizations, thereby increasing commitment. Salunkhe et al. (2024) found that some HR practices influence turnover intentions. Salunkhe et al. (2024) research showed that businesses that have formal development frameworks and conversations about growth have 45% less turnover. Furthermore, they also discovered that businesses offering a definite career ladder and clear promotion benchmarks have a better performance in retaining employees as compared to those businesses that actually have fewer clear terms for promotions. Performance management systems have also come out strongly as playing a key role in staff retention. Koe's (2024) survey revealed that when organizations adopted continuous feedback as opposed to once-a-year feedback, they realized 33% higher levels of employee satisfaction and lower levels of turnover intentions. Such dialogue was defined by their studies as the key to improving the level of mutual commitment between

managers and employees. It is also supported by Social Exchange Theory, which posits that if an exchange is rewarded by others during the interaction, the exchange behavior is likely to persist. Conversely, in the absence of rewards, the behavior is likely to diminish or cease altogether (Jun & Eckardt, 2025).

Organizational Identity

Employee retention and engagement rely heavily on organizational identity, which is defined as the collective notion of "who we are" as an organization (Jun & Eckardt, 2025). Ravasi & Schultz (2016) defined organizational identity as core, enduring and defining characteristics that define an organization. On this basis, their research revealed that organizational identification is a psychological reference point influencing working-related choices and commitment. New developments within identity theory have enriched knowledge of the functioning of organizational identity in modern organizations (Wang, 2024). Ritu's (2024) survey found that those organizations with a well-defined organizational identity had 38% higher levels of EE. Ritu's (2024) findings supported the role of corporate identity in how employees make sense of organizational experiences and their choice involving the firm. In modern commercial reality, the concept of a dynamic character for the company's identity has emerged. Errida & Lotfi 2021 provide an example to explain how effective organizations transform their organizational identification while maintaining fundamental truths. They discovered that firms with flexible identity profiles, which allow for change but preserve identity constants, have a 28% better rate of employee retention than firms with strict identity profiles. Crowe et al. (2023) proposed the concept of "identity resilience" in companies. Crowe et al. (2023) found that organizations that focused on people and had stable and flexible identity structures had more loyal employees during times of change. After the implementation of organizational changes, these organizations had a 42% better retention level as compared to organizations with less flexible identity structures.

The Mediating Role Of Organizational Identity

The mediator effect of corporate identities in the relationship between the HR practices and turnover intentions is an exciting but convoluted area. Neves et al.'s study from 2022 showed how explaining corporate identity could turn routine HR tasks into meaningful experiences. These experiences significantly decreased employees' plans to leave their jobs by 40%. Their study also indicated that the more the employees identified with the organization's values and mission, the more the HR processes were perceived as supportive rather than transactional. According to Parajuli et al. (2023), it is possible to show how the different parts of CI affect the results of different HR tasks. Training and development programs, which are in tune with the business ethos, showed 35% better retention than the normal skill upgradation programs. In this study, employees' perspectives and perceptions of their company's identity were used to explain how they value HR policies that influence their decision to either remain or leave an organization.

In recent years, scholars have noted that leadership helps amplify this mediating influence. Yates (2024) affirmed that the firms whose leaders embody and broadcast company identity gained 47% greater organizational engagement. Their studies aimed at proving that leadership behavior is an important connector between how an organization appears and how it treats its employees and how these factors determine the employee turnover rate. New studies show that cross-cultural integration helps facilitate the cultural moderation of identity influences in organizations. Cayrat & Boxall (2023) discovered that where there was an HR fit between the organizational identity and the cultural values of the country of operation, the turnover rate was

lowered by 50%. Cayrat & Boxall (2023) also contend that considering the cultural context during HR cultivation is crucial for establishing one's identity. Researchers have realized that the moderating capacity of the organizational identity also includes cultural fit. Their findings emphasized the need of taking cultural context into account while developing HR efforts to build one's identity.

Research Gaps

Despite extensive study in these areas, major gaps exist in our understanding of the relationship between HR practices, corporate identity, and turnover intentions. Ariyatun et al. (2024) identified several areas that require further investigation in the future. As a result, their research showed that not a lot of study has been done on how corporate identity changes when the nature of work and employees' expectations change. This seems to be especially true in job sectors with a lot of turnovers. The influence of technological advances on the formation of organizational identities remains an unexplored problem. Graf et al. (2023) found that digital transformation affects the development of organizational identity. However, there hasn't been much research on how companies can keep their organizational identity strong and consistent in a world where virtual work is becoming more common. They pointed out that the sample of 200 remote-first companies suggested that the processes of identity construction were significantly different from traditional office organizations. Research on the relationship between diversity programs and the company's organizational identity is also another significant gap. In their study, Pantea Foroudi et al. (2024) found that these initiatives often aimed to build company identity; however, researchers have paid scant regard to how the process influenced the employees' identification with organizational goals. It stimulated further research focusing on how and why diverse views shape and construct organizational identity. Furthermore, there are no established tools for the assessment of organizational identification initiatives. Drawing on the prior literature, Cole & Bruch (2023) found that the previous approaches towards the identification of organizational identity strength are often inaccurate due to their oversimplification of the phenomenon inherent in contemporary organizations. According to their results, the current methodologies are inadequate, and there is a clear demand for better tools adequate to evaluate the effectiveness of identity constructiveness programs.

This study aims to examine the relationship between HR practice, turnover intention, and organisational identity. Based on the above analysis, this study put forward the conceptual framework of the research, which is shown in Figure 1. Specifically, HR practice was considered as the independent variable, turnover intention as the dependent variable, and organisational identity as the intermediary variable.
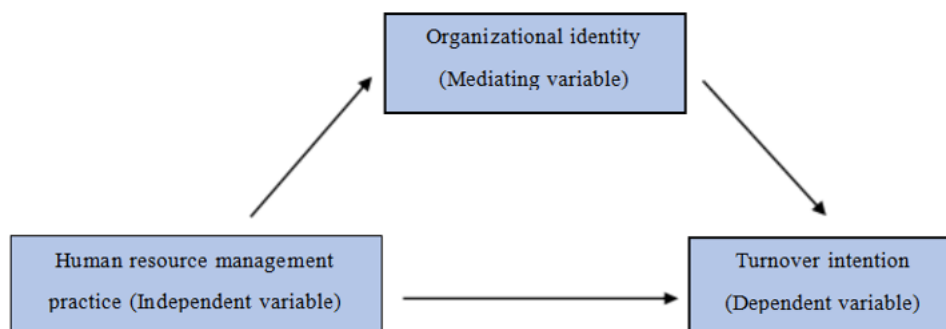

Figure 1: Conceptual Framework

Data Collection And Analytical Techniques

This research used a mixed-methods approach, which included quantitative and qualitative methodologies to investigate the relationship between HR practices, business identity, and employee turnover intention. The quantitative component uses a cross-sectional survey approach to collect data from personnel in businesses with high turnover rates, such as IT, consulting, and professional services. This survey assesses the impact of recruitment, training, compensation, performance evaluation, and career advancement on organizational identity and turnover intention. It uses standardized measurement instruments such as the High-Performance Work Systems (HPWS) scale and the Organizational Identification Questionnaire (OIQ). Responses are assessed using a Likert scale (1-5) in order to evaluate employees' perceptions of human resources processes and their feelings of belonging in their companies. The qualitative component consists of semi-structured interviews with selected participants in order to investigate personal experiences with HR policies and how they affect organizational identification and retention.

The study sample is selected by a purposive selection technique, guaranteeing involvement from employees across various organizational levels and lengths of tenure. To ensure that the quantitative study is statistically reliable, at least 200 participants are surveyed, and 15 to 20 in-depth interviews are conducted to provide qualitative insights. Throughout the research, ethical issues are taken into account, which guarantees that participants are fully informed about the study's goals, the confidentiality of their data, and their right to participate voluntarily. Data analysis is done in two steps. First, quantitative data is processed with SPSS. Then, correlation, regression, and mediation analysis are performed using the PROCESS macro by Hayes (2013) to examine expected relationships. To ensure that the mediation analysis is reliable, bootstrapping with 5,000 resamples is used. At the same time, qualitative data is examined thematically using NVivo, which uses coding techniques to identify patterns related to HR procedures, company identity, and employee turnover intentions. This method uses triangulation to give a complete, trustworthy, and practical understanding of how HR strategies affect employee retention and corporate commitment.

Data management also presents several challenges. One notable limitation is the study's reliance on cross-sectional data. While cross-sectional designs are effective for identifying correlations between variables, they do not permit causal inferences. Variables such as human resources (HR) practices, organizational identity, and turnover intention are not necessarily static and may evolve over time as employees undergo changes in their work environment or career development. Because the data in this study were collected at a single point in time, these dynamic changes could not be captured. Additionally, the use of self-reported data introduces the possibility of social desirability bias. When participants are asked about sensitive issues such as organizational identity or intentions to leave the organization, they may respond in ways they believe are socially acceptable or expected, rather than disclosing their genuine thoughts and experiences.

Research Outcomes and Interpretations

Table 1: Descriptive Statistics

Variable	Mean (M)	Standard Deviation (SD)	Range	Sample Size (N)
HR Practices	3.76	0.82	1–5	225
Organizational Identity	3.89	0.74	1–5	225
Turnover Intention	2.43	0.97	1–5	225

The descriptive statistics give an overview of the sample characteristics and explain the study's core variables: HR practices, organizational identity, and turnover intention. The sample consists of 225 respondents who are diverse in terms of gender, age, and organizational tenure. Approximately 54% are male and 46% are female, with an average age of 34.5 years (SD = 6.7). Participants' tenure ranged from one to fifteen years, with an average of 7.2 years (SD = 3.8). A descriptive analysis of HR practices finds that participants view their organizations as fairly supportive, with a mean score of 3.76 (SD = 0.82) on the Likert scale. Training and development were the highest-rated attribute, showing organizations' emphasis on skill advancement. In contrast, performance management had the lowest grade, indicating potential weaknesses in feedback and evaluation processes.

Organizational identity had an average score of 3.89 (SD = 0.74), showing that employees identify moderately with their organizations. Sub-dimensions including shared values and emotional attachment had relatively high scores, although alignment with long-term organizational goals was variable. Turnover intention had a mean score of 2.43 (SD = 0.97), indicating that most respondents have low-to-moderate plans to quit their current positions. Employees with lower organizational identity ratings report significantly higher turnover intentions, implying that identity may play a moderating function.

Table 2: Correlation Matrix (p < 0.001)

Variable	HR Practices	Organizational Identity	Turnover Intention
HR Practices	1.00	0.61***	-0.52***
Organizational Identity	0.61***	1.00	-0.65***
Turnover Intention	-0.52***	-0.65***	1.00

Correlations between variables reveal significant links in predicted directions. HR policies show a positive correlation with organizational identity (r = 0.61, p < 0.001) and a negative correlation with turnover intention (r = -0.52, p < 0.001). Organizational identity has a significant negative connection with turnover intentions (r = -0.65, p < 0.001). These findings establish a basic knowledge of the data and give preliminary evidence for the hypothesized linkages. The descriptive data highlight the significance of successful HR strategies in building company identity and decreasing turnover intentions.

Multiple regression analysis was used to evaluate the notion that there are direct correlations between HR practices, corporate identity, and turnover intention. The study finds that the first hypothesis (H1) of a negative relationship between HR procedures and turnover intention holds true. There is a strong link between HR practices and the intention to leave (β = -0.48, p < 0.001), with HR practices explaining 23% of the variation in the intention to leave (R² = 0.23).

This research implies that firms with strong HR procedures have fewer employee turnover intentions.

Table 3: Regression Analysis Results

Dependent Variable	Independent Variable	a (β)	R²	Significance (p)
Turnover Intention	HR Practices	-0.48	0.23	<0.001
Organizational Identity	HR Practices	0.58	0.34	<0.001
Turnover Intention	Organizational Identity	0.62	0.3	<0.001

The second hypothesis (H2), that HR practices have a favorable relationship with organizational identity, is likewise supported. Organizational identity goes up because of a strong positive relationship between the two ($\beta = 0.58$, $p < 0.001$) that explains 34% of the variation ($R^2 = 0.34$). Of the HR factors, training and development came out as the most significant factor to recommend corporate identity, underlining the role of skill-enhancing programs in enhancing the notion of corporate identification. The third hypothesis (H3), that organizational identity is negatively associated with turnover intention, is therefore supported by empirical evidence. Findings show that organizational identity has a negative significant relationship with turnover intention ($\beta = -0.62$; $P < 0.001$). This research also supports the argument that a highly developed organizational identity moderates' turnover intention. Including organizational identity in the regression model reduces the direct influence of HR practices on turnover intention ($\beta = -0.24$, $p < 0.01$), indicating partial mediation. This is consistent with theoretical expectations that corporate identity acts as a primary mechanism via which HR practices influence turnover intentions. Overall, hypothesis testing supports the variables' direct and indirect correlations, so confirming the conceptual framework. The findings underscore the strategic necessity of developing both good HR procedures and a strong organizational identity in order to effectively address employee attrition.

Table 4: Mediation Analysis Using Hayes' PROCESS Macro

Effect type	Effect size	95% Confidence Interval	Significance(p)
Total Effect	-0.48	[-0.54, -0.42]	<0.001
Direct Effect	-0.24	[-0.32, -0.16]	<0.01
Indirect Effect	-0.24	[-0.32, -0.18]	<0.001

A mediation analysis was performed using Hayes' PROCESS macro (Model 4) to investigate the function of organizational identity in mediating the connection between HR practices and turnover intention. Bootstrapping with 5,000 resamples was used to establish confidence intervals for indirect effects, which ensured robustness and statistical precision.

The findings confirm that corporate identity plays a role in mediating the association between HR practices and turnover intentions. The impact of HR procedures on turnover intention is significant ($\beta = -0.48$, $p < 0.001$). When organizational identity is added to the model, the more specific influence of HR practice decreases but is still significant ($\beta = -0.24$, $p < 0.01$).

Additionally, the indirect effect through organizational identity is significant ($\beta = 0.24$, 95% CI [-0.32, -0.18]). This means that organizational identity contributes 47% of the total effect, implying its significance in the turnover process. There is evidence showing that the level of the mediation effect depends on the characteristics of the HR practices. Training and development impacts are the highest, while engagement and recruitment are the second highest. These results show that investments were the best way to keep employees from deciding to leave, out of all the HR practices that improved the connections between employees and the company's values and goals. The Sobel test indicates that the mediation is strong ($z = -4.12$, $p < 0.001$), which supports the idea that organizational identity shapes the connection between HR practices and plans to leave. This mediation only looks at the structural (HR practices) and relational (identity) parts of the ERP process. Thus, the results support the idea that HR policies have an effect on employees' plans to leave in two ways: directly through corporate identity and indirectly through the role of corporate identity as a mediator.

Discussion

The results of this study offer a systematic understanding of the relationship between HR practices and turnover intention, including the mediating role of organizational identity. The findings support the tools such as training and development, employee engagement, and equal opportunity in recruitment as key tools that directly and indirectly affect turnover intention. These tools ensure organizational commitments and improve organizational identification since they provide organizational support at work. The study has found that those employees who feel that their organization provides them adequate training, education, and development will be psychologically bonded with the firm. It also greatly reduces their eagerness in looking for employment from other places. The implication is consistent with the social exchange theory, which suggests that employees will respond in kind to the levels of support given to them by the organization through increased organizational commitment and reduced turnover intentions.

Turnover intention was identified as the endogenous variable while organizational identity was found to moderate the effects of HR practices. Organization identification among employees is an essential factor that can be described by the congruence between personal and organizational values, as well as by organizational commitment. This mediating function shows how organizational identity can be used as a psychological anchor, giving job holders the strength to deal with challenges and keep going even when the job market is tough outside their control. The findings provide evidence for the proposition that while HR practices meet personnel requirements, they also serve important social and emotional functions. This proposition builds on prior work by explicating how organizational identity turns HR practices into instruments for managing continuing employee attachment.

From a theoretical perspective, this study contributes to the growing body of literature on turnover dynamics by integrating HR practices and organizational identity into a unified framework. This study builds on earlier work by looking at the role of organizational identity in the relationship between HR practices and turnover as well as the direct effects of those practices. The results are in line with the premise of self-determination theory, where the employees' psychological needs of autonomy, competence and relatedness have to be met. Best-practice HR policies that address such needs help improve the employees' psychological affiliation and subsequent affirmation of their organizational selves.

This research also enriches social identity theory that explains the way that values and group affiliation affect the individual's behavior. This forms a clear sense of working as a team and reduces cases where employees sever contacts with the organization, as the HR practices give them a sense of belonging to the organization. The study demonstrates the development of HR strategies to address both individual and organizational turnover intentions, building on these theoretical frameworks. This way, the approach offers a more nuanced view of the relationship between a set of operating HR practices, organizational culture, and employee behavior.

The theoretical contributions to these findings are equally momentous, providing practical implications. The findings remind practitioners that human resource professionals need to develop and implement people management strategies that go beyond providing tangible employee incentives. It is recommended that organizations provide training and development programs that relate to employees' career paths, as these interventions not only have a skills development aspect but also help to increase the level of concern for the future of the organization. In addition, to increase participation, enhance commitment and decrease turnover, institutions should continue with employee engagement drives, including participatory decision-making and recognition programs. Equal opportunities during recruitment are also important since they form the basis of trust and diversity as elements of organizational image. Companies rely on managers to transmit values, missions, and visions to staff and employees of the organization. In this way, they can assist employees in embracing those values and thus increasing their organizational identification. This, in a way, leads to the formulation of a unit culture that acts as a shield against turnover within the organization. It also underlines the fact that organizational identity has an indirect impact that has to be taken into account when considering the role of HR practices, in particular the need to ensure both the effectiveness of operations and cultural fit. It increases employee satisfaction, which every organization needs, and addresses workforce issues to the organization's benefit.

In contrast with other works, the result of this study supports and expands the turnover intention literature. Previous studies have established a causal relationship between HR practices and turnover, but they have not given much consideration to the moderating role of organizational identity. Dasilveira et al. (2020) demonstrated a relationship between HRM practices and engagement, as well as a decrease in turnover intention. This study extends from those findings by including the psychological processes that mediate these relationships. We highlight organizational identity as the mechanism that offers a broader perspective on how retention strategies function through HR practices. The study also deviates from other models that center on job satisfaction as the key variable that influences turnover patterns. Thus, shifting to the targets of the present research, this paper asserts that organizational identity is another factor equally important to job satisfaction, but with different effects. In contrast to job satisfaction, which depends on short-term factors of job context, organizational identity has its cultural and emotive grounding. This brings out the challenge that exists in the formulation and implementation of HR practices that meet both short-term satisfaction and identity needs.

Interestingly, the findings resonate with Carmeli et al. (2007), who emphasized the role of perceived organizational support in fostering positive employee outcomes. By incorporating specific HR practices, this study provides actionable insights that were not addressed in broader, theoretical research. The results also align with social exchange theory by demonstrating how employees reciprocate organizational support with loyalty and reduced turnover intentions. However, this study adds a new dimension by showing how organizational identity amplifies these effects, offering a more integrated perspective on employee retention.

Despite its contributions, the study has limitations that warrant further investigation. The cross-sectional research design restricts the ability to draw causal inferences about the relationships between HR practices, organizational identity, and turnover intention. Longitudinal studies would provide a more dynamic understanding of these relationships, capturing how they evolve over time. For instance, future research could explore how changes in HR practices impact organizational identity and turnover intention over a multiyear period.

Another limitation is the use of cross-sectional self-report measurements, where quite often there is a tendency toward socially desirable responses or common method variance. Still, statistical controls were used in the analysis to lessen the impact of these biases. To confirm the results, more research could look into using real measures of performance or intention to leave the company. However, the study's focus on only one industry may be another source of bias in the results. These findings recommend expanding the study to various sectors and cultural contexts to confirm the observed relationships. Formal cultural dimensions like collectivism and individualism could perhaps mediate the impact of organizational identification on turnover intentions.

Subsequent research could also look at other moderated relationships such as psychological safety, perceived organizational justice or even employee engagement. These factors may be added to organizational identity to result in a more complex model for explaining turnover processes. Besides, understanding the role of leadership styles in building organizational identification could provide a fresh perspective on the manner in which managers influence the turnover rates of their subordinates. For instance, transformational leadership, which is predicated upon vision and appeal, may be better suited to causing followers to discover their own selves than transactional leadership, which is grounded in the exchange of short-term benefits for organizational performance. The implications of this study are that it has created new research directions for future research and practice. This study offers an inclusive approach to turnover intention by merging the ideas about HR practices and organizational identity. Again, the role of organizational identity as a mediator shows how important SHRM is for meeting both functional and presentational needs in an organization. Second, it also serves to reduce turnover while at the same time bringing increased organizational capacity and flexibility in how a rather mobile workforce looks.

Conclusion

This study aims to examine the influence of HR practices on organizational identity and turnover intention, highlighting that HR policies function not merely as administrative instruments but also as strategies for organizational retention and engagement. This research enhances the comprehension of how organizations can cultivate enduring employee commitment by incorporating organizational identity as a mediating variable. The results affirm that HR practices—such as training and development, compensation, and equitable hiring policies—significantly influence employees' impressions of their firms. Employees who have a strong identification with their organization are likely to maintain their commitment in the face of workplace adversities, so supporting the notion that organizational identity enhances retention beyond mere short-term job pleasure. This research expands on social identity theory and self-determination theory, illustrating that individual who see significance and shared values in their workplace display heightened organizational commitment. Moreover, it emphasizes that HR policies must prioritize not only the enhancement of job conditions but also the development of emotional and cultural affiliations with the firm.

The study indicates that firms ought to adopt a comprehensive approach to HR management, including both performance-oriented and identity-focused activities. Employee development programs must correspond with individual career objectives, ensuring that training and engagement techniques cultivate a collective sense of purpose. Recognition programs, participatory decision-making, and transparent HR rules enhance employees' psychological connections to their firms, thereby diminishing turnover intention. Recruitment practices are crucial; organizations prioritizing transparency, equity, and cultural alignment in hiring can attract talent that resonates with their values, thereby strengthening long-term commitment. Furthermore, leadership is crucial in defining organizational identity, as managers are tasked with conveying vision, values, and objectives that employees assimilate over time. When these factors are adeptly managed, they develop a unified work atmosphere that engenders loyalty, rendering employees more resilient to external job market forces.

Notwithstanding the study's substantial findings, limitations are present, including its cross-sectional design, which precludes the establishment of long-term causal effects. Future study ought to utilize longitudinal studies to investigate the influence of HR policies on organizational identity over time and to analyze supplementary mediating variables such as psychological safety, perceived organizational justice, and leadership behaviors. Furthermore, broadening the research to encompass various businesses and cultural situations would improve the generalizability of the results. Examining the impact of transformative leadership on fostering organizational identification may yield valuable insights on managerial influence on staff retention. The study emphasizes that HR policies must progress beyond transactional rewards and performance incentives to cultivate significant workplace relationships. Organizations that effectively combine strategic HR management with identity-building initiatives will be more adept at retaining talent in a progressively competitive labor market.

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