

## Satisfaction with Organization and Intention to Retain: The Mediating Role of Organizational Identity Complexity/ Congruence of Outsourcing Labors

Aygül Turan

*Yildiz Technical University, Istanbul, Turkey, 34349*

**KEYWORDS** Intention to Retain. Organizational Identity Complexity. Satisfaction

**ABSTRACT** Focusing primarily on organizational identity, the researcher argues theoretically and shows empirically that the mediating role of organizational identity complexity/congruence on the relationship between satisfaction with organization and intention to retain. In addition, they investigate for differences in organizational identity complexity, satisfaction with organization and intention to retain in terms of employees' demographic characteristics. Thus, the researcher focused on outsourcing labors having multiple organizational identities to delineate the employees' organizational identity complexity/congruence and collected the data from outsourcing labors working in two public university campuses in Turkey. The results demonstrated that outsourcing labors experience congruence was not a complexity in organizational identity. Furthermore, it was recognized that organizational identity complexity/congruence mediates the relationship between satisfaction with organization and intention to retain it. The researcher has also got scientific proof that there are significant differences in employees' satisfaction with an organization, organizational identity complexity/congruence and intention to retain in terms of employees' demographic characteristics.

### INTRODUCTION

As seen in the literature, the concept of satisfaction with an organization has not been investigated enough compared to the concepts of job satisfaction and customer satisfaction. Satisfaction with an organization is related to the employees' overall satisfaction towards their organization (Sinha and Singh 1995). This is explained by using many different concepts. One of them is the employees' sense of identity for their organization. A lot more researches now indicate that employees identify themselves with an organization if they are happy, content or satisfied with working for their existing organization (Mael and Ashforth 1992; Sageer et al. 2012).

An emerging stream of work on organizational identification is about single identity from which employees derive towards the organization they work for. In fact, employees have multiple identities regarding working. Family firms (Fombelle et al. 2012; Knapp et al. 2013; Cannella et al. 2015; Dawson et al. 2015) and multinational companies

(Glynn 2000; Reade 2001; Elstak et al. 2015) as well as hybrid organizations (MacLean and Webber 2015) are notable examples to explore having multiple identities at the organizational level. Since family firms have both, family and organization members in their workforce, there is a combination of professional and individual identities in them. As in the example of family firms, many employees of multinational companies have experienced multiple identities due to different cultures, languages or races. However, identity researches in family and multinational firms are originated from the employees' social identities (father-manager, Afro-American native) derived from different occasions in their social lives. It can be identified for having multiple social identities in the workplace, however having multiple organizational identities is differentiated at that point.

The researcher has explained at the root of the multiple social identities concept in the social psychology literature that even having multiple organizational identities indicates that employees are interacting with more than one organization. Multiple social identities are investigated in many researches; as a result, the concept of social identity complexity emerges from the implications. Namely, people with multiple identities are confused where and when they

---

*Address for correspondence:*

Dr. Aygül Turan  
Yildiz Technical University  
Economic and Administrative Program,  
Istanbul, Turkey  
E-mail: ayturan@yildiz.edu.tr

use the relating identities and this situation affects their behaviors (Hillman et al. 2008; Stirratt et al. 2008; MacLean and Webber 2015). Following the concept of social identity complexity, the researcher has identified a gap in the organizational identity literature waiting to be bridged: *'An employee has multiple organizational identities and experiences complexity of organizational identities towards the organization with which he or she interacts'*.

In almost all researches, the employees' satisfaction and identification are investigated at a single organizational level. Unlike the previous researches, the researcher explores the concepts of satisfaction with organization and organizational identification at multiple organizational levels. Identity perception is differentiated from organization to organization since each one of them has a different culture and structure. As a result, identification is a construct that can be examined on the business anthropology perspective. According to Guang and Tian (2014), business anthropology is the study of human behavior within social, historical, spatial and economical contexts (Guang and Tian 2014). This paper evaluates the outsourcing labors on social, spatial as well as economic frameworks. On that point, the concept of organizational identity complexity is an important tool to explain the employees' confusion about having multiple organizational identities. In order to delineate the confusion, the researcher focuses on outsourcing labors who belong to a company but work for another company. Therefore, they can have different levels of satisfaction with their organizations and experience complexity/congruence of their organizations. As a consequence, the researcher supposes that the differences and complexities are related to the employees' intention to retain.

## **Theoretical Framework**

### ***Satisfaction with the Organization***

Satisfaction is a concept that has been investigated in different fields of management researches such as job satisfaction, organizational satisfaction in the context of organizational behavior, customer satisfaction in total quality management and marketing. In general, satisfaction is identified as, *"the level of fulfillment of*

*one's needs, wants and desire. Satisfaction depends basically upon what an individual wants from the world, and what he gets"* (Morse 1997). From the general satisfaction definition, organizational satisfaction is defined as the employees' happiness, contentment and accomplishment of their desires and needs at work (Sageer et al. 2012).

The concept of organizational satisfaction originates from the social exchange theory (Rogelberg et al. 2006; Tremblay et al. 2014) because employees have positive and negative attitudes towards their organizations based on their previous experiences and thoughts about them, especially exchanges, which are about the employees' tasks in return for their salaries (Blau 1967; Rogelberg et al. 2003; Rogelberg et al. 2006). These exchange processes result in satisfaction or dissatisfaction towards an organization for employees (Rogelberg et al. 2006).

Tremblay et al. (2014) evaluate the concept on the basis of the employee-organization relationship framework. Satisfaction with an organization comprises of a kind of positive attitude towards the organization to which employees belong. Those positive assessments could come from the nature of work, job specifications, or the working and service conditions, but they have some externalities in the organization. Namely, there are two contributing factors that provide an employee with positive feelings towards the organization. One of them is job satisfaction that is an attitude, which is composed of different perceptions about an organization and then results in a cognitive process about satisfaction with organization. Second one is organizational satisfaction identified casual status at a particular time, however subsequent satisfaction with the organization depends on the former satisfaction. So satisfaction with an organization is the employees' overall satisfaction, which comprises of job satisfaction (Sinha and Singh 1995). Therefore, the organizational satisfaction takes the concept a step further. That is, satisfaction with an organization is about the employees' overall satisfaction towards their organizations.

### ***Organizational Identity Complexity/ Congruence***

Organizational identification is one of most important concepts in organizational behavior

literature and it has been investigated in many different fields, from companies to armies (Mael and Alderks 1993; Mael and Ashforth 1995; Knippenberg and Schie 2000). Organizational identity is a process wherein employees perceive themselves as a part of the organization where they work (Mael and Ashforth 1992). Furthermore, Patchen (1970) has elucidated the identification construct by means of three components that are, likeness of values (members' attitude relating to sharing values and goals of the organization), membership in organization (the relationship between members' self-concept and the organization) and loyalty towards the organization (supporting or defending the organization by members).

The concept of organizational identity comes from the social identity theory put forth by Tajfel and Turner (1985) (Mael and Alderks 1993; Zagenczyk et al. 2011). Social identity is defined as *"the distinctive characteristic belonging to any given individual, or shared by all members of a particular social category or group"* (Rumens 1993). Social identity is about identification towards a social group, however an individual maybe surrounded by one more social groups. With that perspective, outsourcing labors have multiple organizational identities because they belong to a company but work for another company. On the other hand, maintaining identification with main organization for outsourcing labors is a difficult issue because temporary contracts have deterred to establish organizational trust (Alba-Ramirez 1998: 695; Schlosser et al. 2006: 291). Therefore, they experience complexity from organizational identity because they accomplish their work in exchange for salary within the boundaries of different firms.

Individuals belonging to many different social groups have structured their identity perceptions, comparing the crosscutting groups and social selves defined by them. According to Roccas and Brewwer (2002: 89-90), people structure their identification by means of four identity forms illustrated within relationships among multiple groups. Roccas and Brewwer's (2002:89-90) illustration has also demonstrated two cases of social identities (A and B) and their interactions defining as four identity forms: intersection, dominance, compartmentalization and merger. Intersection is defined as a single social identity that is formed by convergence of multiple

group identification. For example, an employee is from A company, but works for B company. In other words, company B has employed company A's employee as an outsourcing labor. This employee can define his/her organizational identity as a combination of both, company (A) and the other (B). So there is a compound identity (A intersection B) that is single, unique and different from larger identities (A as well as B) that was derived before. Dominance is another identity form that has been structured by people belonging to multiple group identities. It means acceptance of a group identity among multiple group identities. Furthermore, it is not important for individuals to be part of all other group memberships, but solely a primary group membership is essential since an individual defines him/herself within the primary group identity. As mentioned earlier, an employee working as an outsourcing labor in a company (company B) can adopt a primary organization identification, wherein the other organization (company A) identity is subordinated. Compartmentalization is the third form wherein identities are distinct and isolated from each other. In addition, social identities emerge in specific situations or contexts, as well as are mutually exclusive. Individuals representing different identity types as in the workplace or at home is a particularly clear illustration of changing the identity for the situation. For instance, employees, while working as outsourcing labor in a company (company B) can activate identification with Company B; on the contrary, they can activate identification with company A from where they are getting their salaries. Merger is the most extensive and diverse form for multiple social group identities to summarize an individual's combined group identification. It comprises all identities and all of them are important as well as obvious across situations. For outsourcing labors, their identification with company A as an organizational group crosses the boundary of employees from company A and the other, and their identification with company B crosses the company B divide. Hence, both identity groups are essential for employees. In such a situation, outsourcing labors identify themselves as both, A and B Company's members and they have approximately the same closeness towards the two organizations where they belong or work.

As mentioned earlier, there are four identity forms that people identify themselves with. More-

over, some of them are more complex than the others. Intersection and dominance have low complexity, while compartmentalization and merger have high complexity. This distinction stems from the meaning of the identity structures (Roccas and Brewer 2002; Brewer and Pierce 2005; Martin-Adkins 2013). Roccas and Brewer (2002) define low complexity as "multiple identities that are subjectively embedded in a single ingroup representation". On the other hand, "high complexity involves acknowledgment of differentiation and difference between ingroup categories."

### ***Intention to Retain***

In some conditions, employees have intentions to leave the organization where they work. There are many similar reasons thought by employees that result in their departure from companies. The concept of intention to retain has been outlined in different concepts, such as turnover intention, intention to quit, intention to leave and retention. All of them comprise of an intention to withdraw from existing organization where employees work. Employee turnover in an organization destroys employee morale, raises absenteeism, causes lack of recognition and undermines employee-manager relationships. Especially, poor satisfaction and commitment could cause the employees' withdrawal behavior or evaluation of the opportunities (Allen 2008).

### **Objectives and Hypotheses Development**

Organizational contribution towards an employee's goal achievement is associated with organizational identification (Hall and Schneider 1972). In addition, satisfaction with organization is defined as "contributing suitably to the attainment of one's personal objectives" (Bullock 1952). One of the alumni research illustrates satisfaction with university predicts and generates identification toward the university or organization (Mael and Ashforth 1992). Many researches indicate that there is a positive relationship between organizational satisfaction and retention (Koys 2001; Chang and Kelly 2010; Longo and Mura 2011), as well as negative relationship with turnover (Suszko and Breugh 1986; Sims and Kroeck 1994).

Turnover intention is explained by many different variables, such as organizational identifi-

cation (Cole and Bruch 2006; Van Knippenberg and Sleebos 2006; Shen et al. 2014), organizational satisfaction (Kittiruengcharn 1997; Koys 2001) and job performance (Lee and Mowday 1987; Van Knippenberg and Sleebos 2006; Becton et al. 2009; Mendes Pekdemir and Turan 2014; Shen et al. 2014). Mael and Ashfort (1992) define the antecedents and consequences of the concept of organizational identification. They illustrate that the concept of satisfaction with an organization is antecedents of the identification. In addition, the research results show that there is a significant correlation between the two concepts. An emerging stream of work on organizational identity focuses on maintaining strong identification with their organizations so that turnover rate can be reduced (Cole and Bruch 2006; Van Knippenberg and Sleebos 2006; Shen et al. 2014). Unlike the previous researches, this paper is aimed primarily to bridge the gap in the identification literature about having multiple organizational identities by outsourcing employees. Focusing on complexity of organizational identity, the researcher illuminates the relationship between organizational identity complexity and satisfaction with the organization, as well as intention to retain. The researcher hypothesizes the following.

***Hypothesis 1:*** Organizational identity complexity/congruence mediates the relationship between satisfaction with the organization and intention to retain.

Organizational satisfaction is a measure of how happy employees are in their job, working environment, and generally the overall organization they work for (Bhatti and Qureshi 2007). Therefore, satisfaction with organization is one of the factors that influence the effectiveness of organizations (Koys 2001; Bhatti and Qureshi 2007; Turkyilmaz et al. 2011). In addition, satisfaction with an organization differentiates in terms of the employees' position in the organization. One of the researches at both, executives' and workers' level indicates that executives' satisfaction with the organization correlated significantly with work climate, expectancy, job satisfaction and life satisfaction. On the other hand, workers' satisfaction with the organization is associated with nature of work, service condition, expectancy, job satisfaction and life satisfaction (Sinha and Singh 1995). The results can explain the expectancy differences that employ-

ees have. Following the previous research, the researcher proposes the following hypothesis:

**Hypothesis 2:** There is a difference in a) satisfaction with organization, b) organizational identity complexity/congruence, and c) intention to retain in terms of employees' demographic characteristics.

According to hypotheses that were put forward, the researcher depicted the research model as in Figure 1.

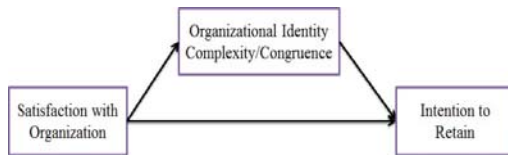


Fig. 1. Research model

## MATERIAL AND METHODS

### Sample and Procedure

In order to explore the relationship between satisfaction with organization, organizational identity complexity/congruence and intention to retain, the researcher collected data from 230 blue-collar outsourcing labors working in two public university campuses in Turkey. Particularly, the researcher endeavors to select analogous campuses in terms of having the same faculties and departments, and being located in the center of Istanbul. As seen in characteristics of the outsourcing labors sample in Table 1, among

230 respondents sixty-eight percent are male, fifty percent are between the ages of 26 and 35, fifty-one percent are high school graduates, and forty-five percent have between 6 to 10 years work experiences.

### Measurement Instrument

As an independent variable, satisfaction with the organization was measured using the satisfaction with organization scale with 5 items developed by Kimball et al. (2008) who developed this scale on the basis of the satisfaction with life scale. Organizational identity complexity/congruence was the mediator variable and it is measured by Stoner et al.'s (2011) multidimensional identification scale with 15 items. In addition, intention to retain as the dependent variable is measured adopting the turnover intention (Lee and Mowday 1987) and retention (Aryee et al. 2002) scales with 4 items.

The researcher adopted satisfaction with organization and organizational identity complexity items as a comparative form to show employees' thought about the two organizations, which they belong to or work for. For instance, '*In most ways, [main company name employees working for] is more close to my ideal than [name of outsourcing company that employees belonging to].*' and, '*I consider myself a member of [main company name] instead of [name of outsourcing company].*'

The researchers firstly investigated reliability and construct validity of satisfaction with organization, organizational identity complexity/

Table 1: Characteristics of the sample

Variable	No. of employee	Percentage	Variable	No. of employee	Percentage
<i>Gender</i>			<i>Education</i>		
Male	145	68	Primary education	57	26
Female	67	32	Secondary school	28	13
<i>Age</i>			High school	110	51
Under 26	14	6	Associate degree	12	6
26 -35	110	50	University	10	4
36-45	50	23	<i>Experience</i>		
46-55	37	17	0-5 years	95	44
56-65	8	3	6-10 years	98	45
Up to 65	3	1	11-15 years	16	8
			16-20 years	2	1
			21-25 years	3	2

congruence and intention to retain scales. In order to do that, the item-total correlation analyses were conducted to explore whether an item's correlation coefficient is under 0.20 (Kerlinger and Lee 2000: 641-689). Then explanatory factor analyses were done for each scale one by one.

One of satisfaction with organization items was dropped, so the scale's items settled on a single factor, similar to previous researches. Organizational identity complexity/congruence items are divided into three factors in the present research, although the original scale has four factors. The researcher combined the factors of goodness of fit and self-categorization as well as entitled 'satisfaction with organization and self-categorization' and dropped two items, such that the remaining items settled on the relevant factors of the original scale. There is one item to be dropped in the intention to retain scale, then intention to retain items load of a factor as previous researches in the literature. As a result, the satisfaction with organization scale explained sixty-four point eight five percent of the variances

with a 0.786 for the Cronbach alpha value. The organizational identity complexity scale explained seventy-two point one three percent variances with a 0.921 Cronbach alpha value, and the intention to retain scale explained sixty-eight point eight seven percent variances with a 0.769 Cronbach alpha value. The results of the reliability and factor analyses are summarized in Table 2.

## RESULTS

As illustrated in Table 2, the mean score for satisfaction with organization is 4.3211, the organizational identity complexity/congruence is 3.8306 and the intention to retain is 4.0842. Satisfaction with organization and organizational identity complexity/congruence items are queried in a comparative form. Hence, employees working for university campuses are more satisfied with their organization than employees working for their own outsourcing firms. In addition, the mean scores indicate that there is congruence not complexity of organizational identity. There is also a certain level of intention to retain in the workplace.

**Table 2: Results of the factor analysis and reliability testing**

<i>Variables(Number of items)</i>	<i>Factor loadings</i>	<i>Mean</i>	<i>Standard deviation</i>	<i>Variance explain (percent)</i>	<i>Cronbach's Alpha(<math>\alpha</math>)</i>	<i>KMO/Bar. Test<sup>1</sup></i>
<i>Satisfaction With Org. (4)</i>						
Satisfaction with Organization21	.886	4.3211	0.76	64.85	0.786	0.74/0.00
Satisfaction with Organization22	.857					
Satisfaction with Organization23	.821					
Satisfaction with Organization24	.633					
<i>Org. Identity Complexity</i>						
<i>Factor 1:Self-Categorization and Goodness of Fit (8)</i>	3.6543	3.8306	0.86	72.13	0.921	0.89/0.00
Self-Categorization 3	.874					
Self-Categorization 2	.866					
Self-Categorization 1	.865					
Self-Categorization 4	.852					
Goodness of Fit 5	.847					
Goodness of Fit 8	.672					
Goodness of Fit 6	.639					
Goodness of Fit 7	.548					
<i>Factor 2:Behavioral Involvement(3)</i>						
Behavioral Involvement 13	.755	3.6085				
Behavioral Involvement 14	.744					
Behavioral Involvement 15	.720					
<i>Factor 3: Affective Attachment (2)</i>						
Affective Attachment 9	.880	4.1854				
Affective Attachment 10	.871					
<i>Intention to Retain (3)</i>						
Intention to Retain 42	.860	4.0842	0.65	68.87	0.769	0.69/0.00
Intention to Retain 43	.818					
Intention to Retain 45	.811					

<sup>1</sup>KMO: Kaiser-Meyer-Olkin, Bar. Test: Bartlett's test of sphericity

Organizational identity complexity/congruence and intention to retain scales, correlation and hierarchical regression analyses were done to test the first hypothesis. Table 3 indicates that there is a significant relationship between satisfaction with organization and the organizational identity complexity ( $r=0.599$ ), satisfaction with organization and intention to retain ( $r=0.467$ ), as well as organizational identity complexity and intention to retain ( $r=0.608$ ).

**Table 3: Correlations**

	1	2	3
1. Organizational identity complexity	1		
2. Satisfaction with Organization	0.599**	1	
3. Intention to Retain	0.608**	0.467**	1

\*\* Correlation is significant at the 0.01 level (2-tailed).

The methodology of Baron and Kenny (1986) was used to determine the mediating role of organizational identity complexity/congruence on the relationship between satisfaction with the organization and intention to retain. The mediation analysis result is indicated in Table 4.

The first step regression analysis results indicate that satisfaction with an organization is significantly related to intention to retain. The second one shows that there is a significant relationship between satisfaction with organiza-

tion and organizational identity complexity/congruence. The third step analysis indicates organizational identity complexity/congruence is related to intention to retain when controlling for satisfaction with organization. Finally, evaluating the results in the first and third step regression analysis, a reduction in the beta coefficients of satisfaction with organization can be seen ( $0.160 < 0.467$ ). Controlling the p values in each step of the regression analyses in Table 4, all of them are significant for a 0.05 confidence interval ( $p=0.013 < 0.05$ ), so organizational identity complexity/congruence *partially mediates* the relationship between satisfaction with organization and intention to retain. On the other hand, the p value of the third regression analysis is not significant at a 0.01 confidence interval ( $p=0.013 > 0.01$ ), so the organizational identity complexity/congruence *fully mediates* the relationship between satisfaction with organization and intention to retain. Consequently the first hypothesis is supported.

In order to investigate whether there is a difference in satisfaction with organization, organizational identity complexity/congruence and intention to retain in terms of employees' demographic characteristics, the researcher conducted the variance analyses to test the second hypothesis.

Tables 5 and 6 indicate that there is a significant difference in organizational identity com-

**Table 4: Mediation analysis of organizational identity complexity/ congruence on the relationship between satisfaction with organization and intention to retain**

Hypotheses 1- First Step Regression Analysis			
Dependent Variable: Intention to Retain			
Independent Variable: Satisfaction with Organization			
	Beta	t	p
	0.467	8.060	0.000
R=0.467	Adjusted R <sup>2</sup> =0.215	F = 64.964	p =0.000
Hypotheses 1- Second Step Regression Analysis			
Dependent Variable: Organizational Identity Complexity/Congruence			
Independent Variable: Satisfaction with Organization			
	Beta	t	p
	0.599	11.417	0.000
R=0.599;	Adjusted R <sup>2</sup> = 0.356	F = 130.350;	p =0.000
Hypotheses 1- Third Step Regression Analysis			
Dependent Variable: Intention to Retain			
Independent Variables:			
	Beta	t	p
Satisfaction with Organization	0.160	2.496	0.013
Organizational Identity Complexity/Congruence	0.512	7.969	0.000
R=0.621;	Adjusted R <sup>2</sup> =0.381;	F =72.947;	p =0.000

plexity/congruence in terms of the employees' education and experience. The Scheffe test indicates that the mean score for organizational identity complexity/congruence of the employees who graduated primary school is higher than those who graduated high school ( $4.16 > 3.68$ ). In addition, it clarifies that the mean score for organizational identity complexity/congruence of employees who have between 6 to 10 years of experience is higher than those who have between 0 to 5 years of work experience ( $4.02 > 3.57$ ). Table 5 also shows that there is a significant difference in intention to retain in terms of the employees' experience level. Mean scores show that employees who have between 6 to 10 years of experience represent higher intention to retain than those who have between 0 to 5 years of experience ( $4.08 > 3.81$ ). As a result, the second hypothesis is partially supported.

## DISCUSSION

Growing interest in research on organizational identification is about a single identity from which employees derive towards organization that they work for. Evaluating the concept in the social psychology literature, it is easily noticed that people have multiple identities, such as an engineer, father and manager. Multiple identities are investigated in many researches. As a result, the concept of social identity complexity emerges from the implications. So people with multiple identities are confused about where and when

they use the relating identity and this situation affects their behaviors (Hillman et al. 2008; Storratt et al. 2008).

The researcher develops a framework for the concept of organizational identity complexity at the root of social identity complexity and distinguishes it from the concept of identity. Identification of employees from their family (Fombelle et al. 2012; Knapp et al. 2013; Cannella et al. 2015; Dawson et al. 2015) and multinational firms (Glynn 2000; Reade 2001; Elstak et al. 2015) as well as hybrid organizations (MacLean and Webber 2015) have been examined many times but outsourcing labors identity perception has not examined enough in the literature. Thus, the present research illuminates the outsourcing labors' organizational identity complexity by means of their satisfaction with the organization and intention to retain.

The results indicate that there is congruence, not complexity of organizational identity for outsourcing labors. They may structure their identities in dominance or intersection forms because they experience congruence, as a result of low complexity. In that, they could develop a unique identity as combining both, organizational identities or they could adopt a primary (dominant) identity for the two organizations. Outsourcing labors who work for Company B but belong to Company A have different satisfaction levels towards each company. So outsourcing labors advance their identity perception about their satisfaction level of their organizations that they work for and belong to.

**Table 5: Variance analysis for experience of employees**

		<i>Sum of squares</i>	<i>df</i> <sup>1</sup>	<i>F</i> <sup>2</sup>	<i>Sig.</i>	<i>Experience 0-5 years</i>	<i>Experience 6-10 years</i>
<i>Organizational Identity Complexity</i>	Between groups	1.055	4	3.792	0.005	3.57	4.02
	Within groups	152.326	209				
	Total	163.381	213				
<i>Intention to Retain</i>	Between groups	14.466	4	3.757	0.006	3.81	4.08
	Within groups	201.199	209				
	Total	215.665	213				

<sup>1</sup> df: Degrees of Freedom, <sup>2</sup> F Test Results

**Table 6: Variance analysis for employees' education**

		<i>Sum of squares</i>	<i>df</i> <sup>1</sup>	<i>F</i> <sup>2</sup>	<i>Sig.</i>	<i>Primary school</i>	<i>High school</i>
<i>Organizational Identity Complexity</i>	Between groups	9.802	4	2.45	0.013	4.16	3.68
	Within groups	160.160	212	0.755			
	Total	169.963	216				



In this paper, the researcher found a relationship between satisfaction with organization and organizational identity complexity/congruence. Furthermore, both satisfaction with organization and organizational identity complexity/congruence are related to the employees' intention to retain. Moreover, there is a relationship between satisfaction with organization and intention to retain directly and by means of organizational identity complexity indirectly.

Analyses results indicate that there are differences in the organizational identity complexity dependent upon the employees' education and experience. There is also a difference in intention to retain in terms of the employees' experience. Results can be explained such that the employees who graduated from primary school have lower expectation levels than those who graduated from high schools. Experience difference can be clarified such that employees who have university education may adapt better in terms of experience for situations than those who have a little education for similar experiences.

### CONCLUSION

The present research attempts to make several contributions to literature, especially, putting forward the concept of organizational identity complexity/congruence. A fairly small amount of research about the concept of organizational identity complexity in the literature is taken into consideration, hence the researcher endeavors to explain the concept relating with satisfaction with organization and intention to retain. Evidence from the research indicates that there is congruence, not complexity of organizational identity for outsourcing labors. They adopted both of the identities coming from the companies that they work for or belong to. In addition, the individuals' intention to retain is explained with both their organizational identity complexity/congruence and satisfaction with organization. Moreover, organizational identity complexity/congruence is the key construct to arrange the relationship individuals' satisfaction with organization and their intention to retain.

Individuals' education and experience level are determinants towards their organizational identity complexity/ congruence. Considering that individuals with low-level education are working in the university, it could be easier to meet their expectancy rather than higher educa-

tion level counterparts. Tenure explains the employees' identity perception, so the researcher could interpret that high tenure employees could be more congruent of organizational identity and intention to retain over the years.

### RECOMMENDATIONS

The research tried to replicate real-life situations but its results should be taken into consideration with its limitations. First, outsourcing labors' complexity/congruence of organizational identity can differentiate in their workplace, university, public company and private company. Second, it could be found that employees, different from outsourcing labors, have multiple identities and come up against the complexity of organizational identities. Third, there are many other concepts explaining the organizational identity complexity/congruence, in addition to satisfaction with organization.

Exploring the relationship between organizational identity complexity and other concepts, this research should be replicated in different sectors, with different group of employees that have multiple organizational identities in the future researches. In addition, the concept of organizational identity complexity/congruence should be explained with other concepts in the literature.

### REFERENCES

- Alba-Ramirez A 1998. How temporary is temporary employment in Spain? *Journal of Labor Research*, 19: 695-710.
- Allen DG 2008. *Retaining Talent*. United States: SHRM Foundation.
- Aryee S, Budhwa PS, Chen ZX 2002. Trust as a mediator of the relationship between organizational justice and work outcomes: Test of a social exchange model. *Journal of Organizational Behavior*, 23: 267-285.
- Baron RM, Kenny DA 1986. The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51: 1173-1182.
- Becton JB, Matthews MC, Hartley DL, Whitaker DH 2009. Using biodata to predict turnover, organizational commitment, and job performance in health-care. *International Journal of Selection and Assessment*, 17:189-202.
- Bhatti KK, Qureshi TM 2007. Impact of employee participation on job satisfaction, employee commitment and employee productivity. *International Review of Business Research Papers*, 3: 54-68.
- Blau PM 1967. *Exchange and Power in Social Life*. New York: Wiley.

- Brewer MB, Pierce KP 2005. Social identity complexity and outgroup tolerance. *Personality Social Psychology Bulletin*, 3: 428-437.
- Bullock RP 1952. *Social Factors Related to Job Satisfaction: A Technique for the Measurement of Job Satisfaction*. Columbus: Ohio State University Press.
- Cannella AA, Jones CD, Withers MC 2015. Family-versus lone-founder-controlled public corporations: Social identity theory and boards of directors. *Academy of Management Journal*, 58: 436-459.
- Chang L, Kelly W 2010. Individual employment characteristics of hotel employees that play a role in employee satisfaction and work retention. *International Journal of Hospitality Management*, 29: 344-353.
- Cole MS, Bruch H 2006. Organizational identity strength, identification, and commitment and their relationships to turnover intention: Does organizational hierarchy matter? *Journal of Organizational Behavior*, 27: 585-605.
- Dawson A, Sharma P, Irving PG, Marcus J, Chirico F 2015. Predictors of later generation family members' commitment to family enterprises. *Entrepreneurship Theory and Practice*, 39: 545-569.
- Elstak MN, Bhatt M, Van Riel C, Pratt MG, Berens GA 2015. Organizational identification during a merger: The role of self enhancement and uncertainty reduction motives during a major organizational change. *Journal of Management Studies*, 52: 32-62.
- Fombelle PW, Jarvis CB, Ward J, Ostrom L 2012. Leveraging customers' multiple identities: Identity synergy as a driver of organizational identification. *Journal of the Academy of Marketing Science*, 40: 587-604.
- Glynn MA 2000. When cymbals become symbols: Conflict over organizational identity within a symphony orchestra. *Organization Science*, 11: 285-298.
- Guang T, Tian DK 2014. Why is Business Anthropology important? *Anthropologist*, 18: 1-5.
- Hall DT, Schneider B 1972. Correlates of organizational identification as a function of career pattern and organizational type. *Administrative Science Quarterly*, 17: 340-350.
- Hillman AJ, Nicholson G, Shropshire C. 2008. Directors' multiple identities, identification, and board monitoring and resource provision. *Organization Science*, 19: 441-456.
- Kerlinger FN, Lee HB 2000. *Foundations of Behavioral Research*. 4<sup>th</sup> Edition. Belmont: Cengage Learning Press.
- Kimball TG, Shumway ST, Korinek A, Arredondo R 2002. Satisfaction with organization scale (SOS): Reliability and validity of a revised instrument. *Employee Assistance Quarterly*, 17:45-52.
- Kittiruengcharn Nipha 1997. *Impacts of Job and Organizational Satisfaction, and Organizational Commitment on Turnover Intention in Thai Public Sector Engineers*. Master Thesis, Unpublished. Canada: Concordia University.
- Knapp Joshua R, Smith Brett R, Kreiner Glen E, Sundarmurthy Chamu, Barton Sidney L 2013. Managing boundaries through identity work: The role of individual and organizational identity tactics. *Family Business Review*, (in press) doi: 10.1177/08944 865124 74036.
- Knippenberg D, Schie E 2000. Foci and correlates of organizational identification. *Journal of Occupational and Organizational Psychology*, 73: 137-147.
- Koys DJ 2001. The effects of employee satisfaction, organizational citizenship behavior, and turnover on organizational effectiveness: A unit-level, longitudinal study. *Personnel Psychology*, 54:101-114.
- Lee TW, Mowday RT 1987. Voluntarily leaving an organization: An empirical investigation of steers and Mowday's model of turnover. *The Academy of Management Journal*, 30: 721-743.
- Longo M, Mura M 2011. The effect of intellectual capital on employees' satisfaction and retention. *Information and Management*, 48: 278-287.
- Martin-Adkins Myra E 2013. *Exploring Relationships between Self-Identity Complexity, Other-Identity Complexity, and Multicultural Counseling Competence in Counselors*. PhD Thesis, Unpublished. Chapel Hill: University of North Carolina.
- MacLean TL, Webber SS 2015. Navigating multiple identities across multiple boundaries a cross-level model of organizational identification. *Journal of Management Inquiry*, 24: 156-173.
- Mael FA, Alderks CE 1993. Leadership team cohesion and subordinate work unit morale and performance. *Military Psychology*, 5: 141-158.
- Mael FA, Ashforth BE 1992. Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, 13: 103-123.
- Mael FA, Ashforth BE 1995. Loyal from day one: Biodata, organizational identification, and turnover among newcomers. *Personnel Psychology*, 48: 309-333.
- Morse NC 1977. *Satisfactions in The White-Collar Job*. Michigan: Arno Press.
- Patchen M 1970. *Participation, Achievement, and Involvement on the Job*. New Jersey: Prentice-Hall.
- Mendes Pekdemir I, Turan A 2014. The mediating role of organizational identity complexity/congruence on the relationship between perceived organizational prestige and in-role /extra-role performance. *International Journal of Business and Social Science*, 5: 119-131.
- Reade C 2001. Antecedents of organizational identification in multinational corporations: Fostering psychological attachment to the local subsidiary and the global organization. *International Journal of Human Resource Management*, 12: 1269-1291.
- Roccas S, Brewer MB 2002. Social identity complexity. *Personality and Social Psychology Review*, 6: 88-106.
- Rogelberg SG, Conway JM, Sederburg ME 2003. Profiling active and passive non-respondents to an organizational survey. *Journal of Applied Psychology*, 88: 1104-1114.
- Rogelberg SC, Spitzmueller C, Little I 2006. Understanding response behavior to an online special topics organizational satisfaction survey. *Personnel Psychology*, 59: 903-923.
- Rummens Joanna VA 1993. *Personal Identity and Social Structure in SintMaartin/Saint Martin: A Plural Identities Approach*. PhD Thesis, Unpublished. Canada: York University.

- Sageer A, Rafat S, Agarwal PM 2012. Identification of variables affecting employee satisfaction and their impact on the organization. *IOSR Journal of Business and Management*, 5: 32-39.
- Schlosser F, Templer A, Ghanam D 2006. How human resource outsourcing affects organizational learning in the knowledge economy. *Journal of Labor Research*, 27: 291-303.
- Shen Y, Jackson T, Ding C, Yuan D, Zhao L et al. 2014. Linking perceived organizational support with employee work outcomes in a Chinese context: Organizational identification as a mediator. *European Management Journal*, 32: 406-412.
- Sims RL, Kroeck KG 1994. The influence of ethical fit on employee satisfaction, commitment and turnover. *Journal of Business Ethics*, 13: 939-947.
- Sinha JBP, Singh S 1995. Employees satisfaction and its organizational predictors. *Indian Journal of Industrial Relations*, 31: 135-152.
- Stirratt MJ, Meyer IH, Ouellette SC, Gara MA 2008. Measuring identity multiplicity and intersectionality: Hierarchical Classes Analysis (HICLAS) of sexual, racial, and gender identities. *Self and Identity*, 7: 89-111.
- Stoner J Perrew PL, Hofacker C 2011. The development and validation of the multi dimensional identification scale (MDIS). *Journal of Applied Social Psychology*, 41: 1632-1658.
- Suszko MK, Breaugh JA 1986. The effects of realistic job previews on applicant self-selection and employee turnover, satisfaction, and coping ability. *Journal of Management*, 12: 513-523.
- Tajfel H, Turner JC 1985. The social identity theory of intergroup behavior. In: William G Austin, Stephen Worchel (Eds.): *Psychology of Intergroup Relations*. Chicago: Nelson-Hall, pp. 7-24.
- Tremblay M, Dahan J, Gianecchini M 2014. The mediating influence of career success in relationship between career mobility criteria, career anchors and satisfaction with organization. *Personnel Review*, 43: 818-844.
- Turkyilmaz A, Akman, G, Ozkan, C, Pastuszak Z 2011. Empirical study of public sector employee loyalty and satisfaction. *Industrial Management and Data Systems*, 111: 675-696.
- Van Knippenberg D, Sleebos E 2006. Organizational identification versus organizational commitment: Self-definition, social exchange, and job attitudes. *Journal of Organizational Behavior*, 27: 571-584.
- Zagenczyk TJ, Gibney R, Few WT, Scott KL 2011. Psychological contracts and organizational identification: The mediating effect of perceived organizational support. *Journal of Labor Research*, 32: 254-281.