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EMPLOYEE OCCUPATIONAL IDENTITY

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INTRODUCTION

This chapter aims in developing a better comprehension of employee's occupational identity concept, its antecedents and consequences (employee turnover and work engagement); the importance of the stimuli and its influence on building corporate identity, image and reputation in the digital era explained by using salience as a moderator of this relationship.

BACKGROUND

A considerable amount of research, in domains ranging from employees' turnover (Zopiatis et al., 2020), occupational identity (Hirschi, 2012), and stereotype (Hoyt et al., 2010) to, more recently, employer branding (Rathi et al., 2020) has attempted to comprehend and define how companies, or the individuals behind the brands (Kim and

Lee, 2019), can construct deeper, more engaged relationships with employees which could be converted into success. As Gupta (2017) indicates, however, for most marketers, relationships such as these are unlikely to continue definably without a more accurate comprehension of why and when employees reply strongly and favourably to organisations' efforts at relationship-building, entering accordingly into the types of company-employee relations that alter them into keen devotees of the organisation and their products.

In their research to maintain success in the workplace, more and more organisations are managing a tactical framework that includes both human resources and marketing (Dabirian, 2020; Pride et al., 2015) so that an institution can appeal to maintain and incentivise those personnel. It seems that only a few organisations such as Marriot hotels, Google, Twitter, and Pizza Hut have identified the benefits that a strong organisation-employee relationship can generate, not only in employee retention but also in promoting the organisation to others (Born and Kang, 2015). Therefore, this involves some knowledge of how the employment relationship may impact on a person's evaluation of her or his firm's employer branding, and, one part of the literature that focuses on this subject is the occupational identity in relation to organisational identification.

Due to the relevant studies on occupational identities, and based on the evidence demonstrated above, this chapter provides a view of the latest knowledge on occupational identity, its antecedents and its influences on work engagement and turnover. Particularly, this chapter addresses (i) what are the specific antecedents and consequences of the construction of occupational identity; (ii) what is the relationship between occupational identity and its antecedents; (iii) what connects occupational identity, work engagement and turnover.

Central to this section is based on several academic judgments depending on classic and contemporary research within social identity (Tajfel and Turner, 2004), dramaturgy (Goffman 1959) and aesthetic (Warhurst et al., 2000) theories to expand on the nature of occupational identity, which proposes the key occupational identity antecedents and consequences of such relationships in the place of work.

The concept of occupational identity has attracted attention from practitioners and researchers (Gabriel, 2000; Hirschhorn and Gilmore, 1989; Kahn et al., 2018) in previous studies, mainly because 'work' as a life realm is mostly fundamental to identity construction. Indeed, most individuals spend the majority of their time working, especially when they are adults. As "adults there is nothing that more preoccupies our lives. From the approximate ages of 21 to 70 we will spend our lives working. We will not sleep as much, spend time with our families as much, eat as much or recreate and rest as much as we work" (Gini, 1998, p.707; Rubin and Babbie, 2016). As evidence that work pervades every aspect of our lives - it is common to see people eating their lunch in front of the computer, people take their work home to carry on working, social conversations often centre on jobs, and people often use their holidays to review their careers. Additionally, since researchers believe that identity is formed from relationships with others, everyday professional interactions are also central to the formation of individual work identities, and, similarly, these work identities will spread into everyday life (Dutton and Ragins, 2007; Leavitt and Sluss, 2015; Mahadevan and Mayer, 2017). To better understand the concept of occupational identity, the key identified theories are dramaturgy, social identity and aesthetic theory.

Dramaturgy theory: Goffman's (1959) model on the demonstration of identity is a figurative appraisal of the method by which people maintain and build a performance within a social setting. Its objective is not to understand how people see themselves, but to understand how people interact face-to-face; any social exchange can be interpreted using the theory (Conway, 2015; Goffman, 1959; Smutny et al., 2017); Tajfel and Turner's (1979; 2004) theory of social identity describes how an element of an individual's idea of self originates in groups of which that individual is a member (Stryker and Burke, 2000); Theory of aesthetic labour: 'aesthetic labour' means the "recruitment, selection, development, and deployment of physical and presentational attributes geared towards looking good and sounding right" (Warhurst and Nickson, 2007, p.104; Vijlbrief, et al., 2020). Based on the above it is relevant to group occupational identity into two different themes, contractedness and value placed on work roles.

The contractedness of occupational identity

The contractedness of occupational identity is the first of these themes to which many academics have paid attention (Ashforth et al., 2020; Ibarra and Barbulescu, 2010; Rubin and Babbie, 2016). The creating of occupational identity consists of mending, developing, reinforcing, reviewing or preserving identities that already exist (Rubin and Babbie, 2016). Hence, instead of seeing the construction of identity as a simple process of adopting a work position, work identity is a problematic and interactive process (Gonzalez et al., 2018; Pettit and Crossan, 2020). Studies of occupational identity have concentrated on people's difficulties in forming work identities; for example, during a period of adjustment to occupational changes (Ibarra and Barbulescu, 2010) people may miss the comfort and security of their previous jobs. Although identities may develop out of stigmatised job roles (Ashforth et al., 2020), it is evident that certain jobs are more widely stigmatised while others have a great deal of social capital attached to them.

Identities are constantly at risk of being undermined because of unappealing jobs, or the integrity of occupational identities may be violated (Mannerstrom et al., 2017; Pettit and Crossan, 2020). Sometimes employees attempt to retain what they believe to be a unique identity in opposition to the identities intended for them in their workplace. These individuals may have difficulty dealing with this situation, as will organisations and managers who face the challenge of trying to keep them under the same corporate umbrella (Radic et al., 2020; Praetorius et al., 2018). For example, on cruise ships where the employees are very multicultural – and where this issue is exaggerated as employees live and work together for up to six months at a time, employees have to adapt to a company standard identity and managers have the challenge of acknowledging the background identity of their employees while moving all of them in the same direction of the company purpose - a kind of cultural homogenisation.

However, Pettit and Crossan (2020) observe that, instead of developing aspects of identity into a proper occupational identity, practitioners are active in adapting their occupational identity to successfully gain a feeling of integrity. In Disney World, for example, employees seem to be happy and offer great customer service. Most of the employees work with feeling and successfully make customers believe that they are in a magical kingdom where their dreams become real (Disneyworld, 2018). Some of these employees may not naturally possess good interpersonal skills, but they have adapted to their role to create an adequate occupational identity. However,

occupational identity is not just what one presents to the outside world: it also involves how we feel and how we react to difficult environments. Whilst Disney employees may emit a magic 'buzz' they may hate the falseness of their role. Another way of establishing an adequate occupational identity is to copy individuals in the public sphere whom one identifies with on a more private or fundamental level: this is a model advanced by Ibarra (1999; Selenko et al., 2018). For example, young trainees might copy their elders whom they believe to be authentic. They do not try to develop their own identity but imitate others whom they identify as more 'real' (InterContinentalHotelsGroup, 2018).

Additionally, Ibarra (1999) states that people are capable of keeping an authentic identity during the course of adaptation and experimentation within the organisation that employs them. However, other academics (Sferrazzo, 2020) have shown that when a job inhibits the ability to create an intelligible sense of self in the workplace, there is the chance that it can be harmful to one's identity. Consequently, some employees who start their new job experience have a sense of not identifying with their work role. These people are caught between their existing identity and an occupational identity, which they regard to be unfamiliar (Corlett et al., 2017; Sferrazzo, 2020). This may happen to waiting employees in some cases: on starting jobs, instead of developing values on work roles, they may realise that it is not the right career for them; this could be another reason for the high turnover.

Value placed on work roles

The second theme centres on the value placed on work roles, a subject to which academics have also paid significant attention. According to Ashforth et al. (2020), occupational identity is "the set of central, distinctive components that are generated from one's history of occupational participation" (p.417). Hirschi (2012) refers to it as "the clear perception of occupational interests, abilities, goals, and values, and the structure of the meaning that links these self-perceptions to career roles" (p.4).

The problem is when people do not have clarity regarding all these concepts, which is something that happens very often. It means that all of these domains (interest, abilities, goals and values) do not match with the job expectation. To cope with this issue, academics have developed several concepts that influence the formation of

occupational identity, one being that people have a tendency to appraise themselves and are appraised by others, depending on the task they accomplish (Bauman, 2004; Williams et al., 2019; Mannerstrom et al., 2017). This involves a relationship between their work role and the formation of their occupational identity. Therefore, this can be a motivation for the individual to find the right job. Secondly, job titles influence the abilities of the employees and on the way in which they are seen by sociologists (Williams et al., 2019). The individuals involved and others who they interact with of course define these roles and titles. If an individual has been given the chance to choose between increasing their salary or changing their job title, they may choose the second option, not only because of the perception of others but also to facilitate their career progression. For example, instead of being named Room Division Managers, some managers in hotels prefer to be called Assistant General Manager so, even if they have the same salary and responsibilities, it looks like they are not simply in charge of the accommodation sector (InterContinentalHotelGroup, 2018).

Personal identity

Thirdly, personal identity is influenced both by the customers (Fonagy, 2018; Mead, 1934) and by the occupational colleague group (Cooley, 1983). Employees' dignity, respectability and competence are always assessed in the place of work, misunderstood body language from the boss, an ambiguous comment from colleagues or lack of interest from customers, can destabilise the values of an employee with significant consequences. One can summarise this theme as Cameron and Spreitzer (2011) have argued, by saying that the three main stages of analysing occupational identity are the person, the work and the social level. Individual, because it is what an individual believes about their job, the workplace level is the context, and the societal level is the relation between the individual and the external (i.e. the customers) and the internal groups (i.e. work colleagues) (Cameron and Spreitzer, 2011).

Whereas the first theme looks at how identities are formed from external circumstances, the third theme looks at theories of a more active identity formation process. Snow and Anderson (1987) describe work identity as "the range of activities individuals engage in to create, present, and sustain personal identities that are congruent with and supportive of the self-concept" (p.1348). This implies that individuals react to external influences in developing constructive identities, as well as

being active agents in forming publicly validated occupational identities that present features that they believe to be most important to themselves. Occupational identity comprises a sequence of agentic strategies that people utilise to positively generate a sense of self in a given environment. Ibarra (1999) has argued that work identity is formed when individuals respond to divergences or threats to their identities. Waiting employees will need to respond to threats, such as stigma and stereotyping, homogenisation and globalisation, or the desire for social validity.

Nevertheless, individuals are restricted by the inflexible rules and policies imposed on them by the hospitality industry and, therefore, it is important to understand how these are also responsible for shaping identity (Lyubovnikova et al., 2017). Management in the industry in most situations have a tendency to omit the strategic integration of individual identities formed outside of the workplace. In its place, hoteliers prefer to develop a one-standard organism, completely overlooking the agency and creative potential of the individual (Cameron, 2001; Fraher, 2017). To summarise, waiters' occupational identity is not narrowly defined by the work that they do, but rather extends to incorporate less tangible categories, namely, values, agency, and the social and professional conditioning of identity.

Evolution of occupational identity

Based on dramaturgy theory, social identity and aesthetic theories, the content analysis of this study has recognised seven antecedents (employer branding, self-concept, work interaction, identity interference, authenticity, inter-groups and stereotype) of occupational identity that impact on the relationship to employee turnover and work engagement, and to explain the importance of the stimuli using salience as a moderator of this relationship. In line with the literature, this study highlighted the significance of sustaining and developing a favourable occupational identity, and stressed the importance of a constructive occupational identity, noting that it affects employees' perceptions of the role and organisation team, and emphasised its main influence in attracting and keeping employees in competitive marketplace.

There are numerous aspects of the construction of occupational identity that symbolise the perception of waiters towards a workplace. This study reinforces the previous aspects developed from previous study results, commencing with the definition of

occupational identity as “the clear perception of occupational interests, abilities, goals, and values, and the structure of the meaning that links these self-perceptions to career roles” (Hirschi, 2012; p.4). This proposed definition reflects and captures the domain accurately.

Antecedents to occupational identity

The section below shows factors influencing a positive employees’ occupational identity:

Employer branding - Employer branding has become as essential as services or the goods in the marketplace. An employer branding symbolises a business’s status as an employer (Rao and Patnaik, 2016). Achievements of every organisation mainly vary upon the talent and efficiency of its employees. Attracting and retaining talented people has become for organisations an enormous task in the current climate (Stysko-Kunkowska and Kwinta, 2020). Studies using different approaches continue to explore the association between occupational identity and employer branding, which has been studied from different approaches (Ashcraft, 2007; Highhouse et al., 2007; Wallace et al., 2014). With respect to the functional side of the whole occupational identity, the ‘employer branding’ as defined by Rao and Patnaik (2016) is an influencing aspect towards work engagement. The outcome is aligned with scholars (Ashcraft 2007; Highhouse et al., 2007) who stressed that the employer branding in which employees’ occupational identities are shaped, has an influence on potential personnel which implements an approach non-favourable/favourable to the company.

Self-concept - The outcomes of this study demonstrate that self-concept as a component of occupational identity is significant as a reflection of a person’s feeling of self-worth and multifaceted cognitive structure, with characteristics of the ‘me’ creating self-concept. (Loy, 2017; Sulphrey, 2019; Tajfel and Turner, 1979). Career choice is an extension of self-concept, and that employees cultivate themselves and their understanding of work in their occupations (Holland, 1973; Super, 1951).

Interaction - Isbell (2008) states that interaction in the workplace is the procedure that an individual applies, grows and establishes the responsibilities, activities and characteristics exclusive to an occupation. This is important for the employees to obtain

skills and crucial knowledge to extend an occupational role with professional and valued directions (Wolf, 2007). This occurs through professional education (Beck, 2009; Creary et al., 2015) and the practice in the ambient work (Teskereci and Boz, 2019).

Interference - Combining multiple identities can generate occasions for economic mobility, social interaction and the growth of abilities and skills; holding identities can, however, be complex (Settles, 2004). Identity interference can appear if two or more identities are noticed to be in conflict, (Dutton et al., 2010 Van Sell et al., 1981). The conflict of identity interference can be moderated by a management team by creating a sense of belonging and sense of career.

Authenticity - Company standards and the management team often influence employee authenticity at work. On the basis of a previous study that has begun to analyse the impact of authenticity in the workplace, it was stated that the greater the employees' spirits of authenticity are, the greater their self-reported job satisfaction, performance and engagement (Van den Bosch and Taris, 2014). The main key is accomplishing a balance that can be true to individuals' selves with outcome success and prosperity within the company.

Stereotype - Stereotype has already been discussed as an element that can generate an improvement in an employee's performance when it makes them be notable from those who have not been influenced by the stereotype (Dumas and Dunbar, 2014). Another type in which employees develop performance is when a stereotype threat is intentionally incited, and the stereotyped employees in the current environment are marginal (Hoyt et al., 2010; Kray et al., 2001). In these circumstances, people behave with 'stereotype reactance', working harder to establish the opposite (Bargh et al., 1996).

Salience - Salience can function as the degree to which clear stimuli are manifested to others in the workplace and structured as the origin of social salience connected to the situation where there is an occurrence of a stimulus (Taylor and Fiske, 2019). Stimuli are extremely important in the creation of occupational identity. Guido's salience dichotic theory (1995a, 1996; Shepherd and Williams, 2018) states that a

stimulus is in-salient when it is incongruent in a precise setting, or it is re-salient when it is congruent in a precise situation; as a consequence, re-salience and in-salience are two contrasting features of the same concept.

Consequences of occupational identity

The literature indicates that occupational identity can lead to an outcome. A favourable occupational identity has to be established to conduct to a positive result, such as a favourable work engagement and a reduced employee turnover.

Work engagement - Previous studies (e.g. Salanova et al., 2005) have verified that enhanced work engagement lead to developing work quality in terms of positive reactions, the capability to organise resources, improved self-efficacy and elude workaholism. Shaufeli and Bakker's (2004) multi-sample analysis specifies that the relationship between employees' loyalty and available job resources is mediated by work engagement. Employee loyalty is known as sharing the same commitment and approach to the quality of work that directs to higher performance (Janta et al., 2011). The findings of this research indicated how a match between occupational identity and work engagement improved employee's perceptions of company belonging and pride. In turn, this pointed to extra progressive assessments of the employee's performance. Those results were consistent with former studies (Li et al., 2019; Simpson, 2009). Generally, work engagement is the external reflection of employee occupational identity; dedication, absorption and passion for work can affect how a business's employee perceives and can assist employees to construct an expectation framework concerning the business's nature of the work.

Turnover - Turnover intention is related to poor service and disintegrated organisational success (Gustafson, 2002; Karatepe and Ngeche, 2012). Wang and Yin (2020) have presented that one of the signs of turnover is intent to leave an organisation. From the organisation's evaluation, employee turnover tends to render expenses arising from selection, recruitment, and training (Morrell et al., 2004). Furthermore, it is possible that turnover might have an impact on the morale of employees (Morrell et al., 2004) as well as undermining the efficiency and productivity of the organisation (Purwayoga, 2019).

On the other side, employee engagement and retention and are linked to each other (Saad et al., 2018). Turnover continues being an element of attention among management researchers. Empirical studies have established that an increased degree of work engagement leads to a reduction in employee turnover (Maslach et al., 2001; Schaufeli and Bakker, 2004). Additionally, Cole and Bruch (2006) have denoted that the observations of a robust organisational commitment and identification may impact on employees' turnover intent in specific situations, varying on the degree of responsibility in the workplace. Various studies have demonstrated that work engagement is definitively related to the determination to continue to work with one's firm (Soares et al., 2019; González-Gancedo et al., 2019). It is significant for companies to recruit people with assured attachment elements, which they can continue to develop in the workplace. It is imperative for the organisation to prize committed workers through promotion. The companies therefore should originate job programmes so that they uncover purpose in their work performance.

Moreover, this study will be the first research to recognise the construct of occupational identity and its relationship with work engagement and employee turnover; no theoretical validation was founded from earlier investigations. This research presents a wealth of data that stipulates the foundation to build and deliver greater comprehension of these research questions, namely: RQ1 - What factors affect occupational identity? RQ2 - What are the major influences of occupational identity on work engagement and employee turnover? The literature review results in the advance of the research conceptual framework. As a consequence, the framework detailed below is the result of the literature search and is reinforced by this research.

Issues for further discussion

The establishment of an interdisciplinary paradigm based on social sciences for occupational identity is the main presentation of this current chapter; the main achievement will be to build an interdisciplinary understanding of relationships, interpreted into results with operational significance to the research (Palmer and Bejou, 2006). Additional research needs to be undertaken in the following areas: further exploring and developing the effects of having multiple identities in institutions' performance; to analyse the cooperative behaviour of other employees to define whether occupational expectations of collaboration and altruism would succeed over

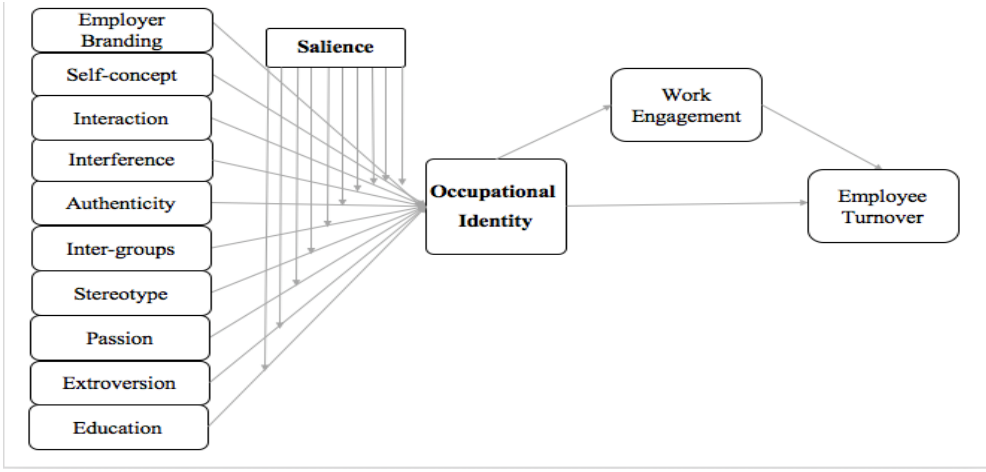
the allegation of social identity theory; to investigate managerial and group-level policies to change the perspective so that stereotyping will be less prevalent in workplace environments; to present case studies of extreme organisations (businesses with a very favourable employer branding reputation and organisations with lower image); to clarify the correct nature of occupational identity in the setting of employer branding image; to measure individuals' salient identities and insights of the prospects offered by the company to accomplish in terms of those identities; to study the magnitude to which interpositions can generate a sense of duty that results in employees responding with greater degrees of commitment (Van der Zee et al., 2004; Walsh and Gordon, 2008).

CONCLUSION

This chapter concentrates on a comprehension of occupational identity, its antecedents and its effects on employee turnover and work engagement. Consequently, the literature review includes all these concepts and the antecedents that can have an influence on occupational identity within the workplace. The current scales linking to domains as well as items were obtained from various academic journals. On the foundation of the theoretic knowledge gained, the conceptual model was formed from the literature review (Figure 1).

The proposed conceptual framework model founded on the outcomes of the literature review has been confirmed, acknowledging seven antecedents of occupational identity that impact on the relationship to employee turnover and work engagement. In order to simplify the meaning of the stimuli, salience is used as a moderator of this relationship. Examples of antecedents that were disclosed are: employer branding, recognised by the scholars (Alshathry et al., 2017; Sullivan, 2004; Wallace et al., 2014); inter-groups and stereotype being part of the same discipline are distinguished (Van Rossem, 2019; Horton et al., 2014; Lyubomirova, 2013); self-concept (Hogg, 2003; Loy, 2017; Oyserman et al., 2012); attitude in the workplace such as: social interaction, multiple identities, interference or authenticity. The last construct of this model is consequences of occupational identity: work engagement and employee turnover.

Figure 1 Conceptual Framework



CASE STUDY

1 – Occupational Identity – Characterisation

Novel Solutions, a British consultancy firm, has been contracted by the American tour operator Suntours, to investigate employee occupational identity amongst European employers, and which factors can influence its development.

Three specific types of worker were studied by Novel:

- Workers who identified themselves primarily with an organisation, for example those working for the railway or postal service (German and Swedish case studies)
- Workers who identified themselves primarily with a profession, such as civil servants (Belgian, Hungarian, British case studies, core workers in Italian and Austrian case studies)
- Workers not specifically identifying with either an organisation or profession, such as call centre employees (Austrian and Italian case studies)

The findings of this research have shown that the identity of these workers is not developed by specific education, and they do not consider themselves as part of a particular occupation but identify more with the organisation as opposed to a specific occupation. Likewise for public organisation workers, the important reference for occupational identity is the institution they belong or belonged to, rather than the occupation itself.

This was particularly prevalent with large national institutions such as the railways. Here, workers were used to having a job for life, were in quite a closed, male-dominated, traditional industry, and therefore were able to identify very closely with a “railwayman” who exhibited close identity with colleagues, the enterprise, and technical aspects of the institution. Furthermore, even the living arrangements were provided by the organisation as well. In this way, their entire lives were closely tied to the organisation.

Further, training in-house and a natural social network and good relationships with work colleagues reinforced organisational rather than occupational identity. In addition, occupational identity was also often related to customer service: “I am satisfied when I have succeeded in turning an angry customer to a satisfied one” (Swedish interviewee).

2 - Occupational Identity – changes related to restructuring

Privatisation, for example with German railways, resulted in many employers (with the creation of subsidiaries) rather than just a single employer, causing a move away from the traditional roles for railwaymen, towards service tasks being at the core of jobs, rather than just technical, compartmentalised job descriptions: in other words, a quality rather than an administration oriented model. No longer would a worker identify with a single organisation, and a single team, but more independent ways of working becomes increasingly the norm, with customer satisfaction at its core.

This is also evident with peripheral employees, such as at a call-centre, where customer satisfaction becomes personal satisfaction, which does not essentially relate to affinity with a business. Another trend, especially with call-centre workers as an example, is the lack to personal contact between sourced and outsourced organisations, with weak interactions between workers, resulting in, for example, low trade union affiliation.

Lastly, occupational identities are influenced by, for example, call-centre spatial location: being in physically separate locations for the central administrative core of a public organisation does not encourage communication. On the other hand, as in the British case, although spatial moving had happened with call-centre reorganisation, employees had been able to remain in contact with their old workplace, and from an administrative point of view, terms and conditions were little changed, pay scales, and pension schemes, resulting in a more positive, collective atmosphere.

After the European senior management of Suntours had analysed the research report with all the information presented above, some queries still remained unanswered by Novel Solutions, specifically:

Case Study Questions

- 1. How has the contemporary workplace changed through changes to the organisations? Has this improved workers' sense of social cohesion with their colleagues**
- 2. What have been the main issues affecting occupational identity related to restructuring of these organisations and how have they changed workers' commitment to these organisations?**

3. How has the definition of occupational identity been affected by the above issues and changes

KEY TERMS AND DEFINITIONS

Occupational Identity	Occupational identity is a set of perceptual components such as, goals, abilities, occupational interests and meanings connecting the individual's identity to their career perspectives as generated by previous experience.
Employer branding	The employer branding in which the employee's identity is created, constitutes the identity of the organisation as an employer. It is a long-term strategy that comprehends the company's values, behaviour system and policies towards the goals of interesting, encouraging, and maintaining the organisation's current and potential staff and correlated stakeholders with regards to an organisation.
Self-concept	Self-concept is what we perceive when we think of oneself. It is a person's feeling of self-worth, as well as a rich, multifaceted cognitive structure with characteristics of the 'me' creating self-concept and identities being part of self-concepts.
Interaction	Interaction refers to the procedure of exposure to multiple staff by which an untrained employee is accepted into an occupation and adopts the norms and values of the occupation in his/her self-concept and behaviour. It is also described as an outcome of the formation of self-esteem as an employee with the necessary responsibilities and knowledge.
Interference	Interference is the result of having multiple identities, which happens when the pressure of one identity hinders the performance of another identity and may create a number of physical and negative psychological outcomes.
Authenticity	Individuals, in particular, look for an authentic identity - 'being yourself' or 'becoming yourself' - by the link between one's personal

experiences and outer manifestations, and operating and communicating upon this personal experience in the workplace. On some occasions authenticity can position itself as a rebellion against social order.

Inter-groups Inter-groups occur when people from one group interrelate, individually or collectively, with another group or its components in relation to their group identification. As an example of inter-group conduct, group identification will bring about bonding, create well-being, companionship and personal security. Individuals often achieve a higher level of self-esteem by comparing their own group positively to others.

Stereotype Stereotype provides the simplified essence of a group's overall perception of a person or group by downplaying individual differences and exaggerating commonalities as communicated between individuals and groups. Individuals tend to keep their stereotype of specific groups even after there is a significant indication that disconfirms the actual stereotype that they are using.

Salience Salience theory is still an imprecise term. However, it has been defined as a property of a stimulus that permits it to be noticed and to stand out compared to others in their same context; therefore, and according to the dichotic theory of salience, this stimulus will be in-salient when it is incongruent with a specific environment and re-salient when it is congruent in a specific environment.

Work engagement Work engagement is an optimistic occupational emotional and incentivational state of mind that involves an honest disposition to make an effort in one's work and towards managerial achievement. It is typified by vigour, dedication, absorption and passion for work.

Turnover

Employee turnover is the movement, attrition, mobility, exits, migration or succession of employees between jobs, firms and occupations within the labour market, as well as the rotation between the states of unemployment and employment.

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