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HOW ORGANIZATIONAL CULTURE INFLUENCE TURNOVER INTENTION,
THROUGH AUTHENTICITY AND EMOTIONAL EXHAUSTION

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Abstract

The aim of this research is to test whether two types of perceived organizational culture (i.e. hierarchical and market) are related to authenticity at work and emotional exhaustion, and whether organizational culture influences turnover intention, through authenticity and emotional exhaustion. The sample of this experimental study included 388 respondents. Independent t-tests and a bootstrapping analysis were performed to test the hypotheses. Results show that rigid and control-oriented organizational cultures inhibit authenticity and stimulate emotional exhaustion. Authenticity and emotional exhaustion mediate the relationship between organizational culture and turnover intention. The present study contributes to literature as it explores the impact of the organizational environment on the expression of authenticity (Roberts *et al.*, 2009) and emotional exhaustion (Maslach *et al.*, 2001). Furthermore, it expands literature on the work environment related antecedents of turnover intention (Chang *et al.*, 2013).

Keywords: Authenticity; Emotional Exhaustion; Organizational Culture; Turnover Intention

Introduction

In the last years, authenticity has started to be linked to well-being at work and better work outcomes (Ménard & Brunet, 2011; Van den Bosch & Taris, 2014). Therefore, senior executives and managers are starting to acknowledge its relevance in the organizational context. Authenticity is defined as a coherence between an individual's feelings and his own actions (Wood *et al.*, 2008). Although work is an important part of individuals' lives, they tend to be less authentic at work than in other contexts (Robinson *et al.*, 2013). In fact, research on how organizations may promote authenticity and its benefits to the different stakeholders is quite scarce (Roberts *et al.*, 2009). Thus, it is crucial to understand which work environments contribute to people being more or less authentic and what are the respective consequences, for the individual, the team and the company.

Emotional exhaustion is a key component of job burnout and it is defined as a depletion of "one's emotional and physical resources" (Maslach *et al.*, 2001). This phenomenon has both health and job performance outcomes. According to Maslach and Leiter (1997), whether there is burnout depends on the social environment in which employees work, given that the way it is structured and functions shapes interactions between employees and how they perform their tasks. Hence, assessing whether a certain type of work environment contributes to employees' emotional exhaustion is important for managerial purposes, as this phenomenon may compromise organizations' results. Although burnout is mostly a consequence of situational and organizational factors, rather than individual ones, it has not been paid much attention to the impact of the organizational context on burnout (Maslach *et al.*, 2001). Furthermore, research on the type of interventions that companies should undertake to deal with this issue is quite limited (Maslach, 2003).

The organizational culture of a given company influences how people behave and relate with each other (Schein, 2004). Thus, the type of organizational culture that employees are faced with can play a major role on their expression of authenticity and feelings of emotional exhaustion.

Organizations value talented employees, as their skills allow companies to enhance their overall performance and establish their competitive advantage (Singh & Loncar, 2010). Moreover, not being able to retain these employees translates into significant personal and financial costs for the organization. Nevertheless, according to Schneider (1987), a misfit between the individual and the organization will eventually lead them to leave. Ultimately, organizational culture can potentially influence employees' turnover intention, as it may encourage/discourage authenticity and emotional exhaustion.

Thus, the purpose of this research is to ascertain how organizational culture may affect authenticity at work and emotional exhaustion, and whether authenticity and emotional exhaustion mediate the relationship between organizational culture and turnover intention. The results of this study can elucidate managers about the range of cultural aspects that affect employees' levels of authenticity and emotional exhaustion, which in turn may translate into potential consequences on the turnover intention rate. Subsequently, a process of changing harmful embedded characteristics of the organizational culture should be carried out by managers and senior executives.

The present study contributes to literature in different ways. First, it deepens research on the influence of organizational culture on authenticity at work (Reis *et al.*, 2016), and it does so using an empirical approach (Roberts *et al.*, 2009). Second, it expands literature on the situational context for emotional exhaustion, by imposing organizational culture as a precursor of this stress phenomenon (Maslach *et al.*, 2001). Finally, it builds on the

existing literature regarding the antecedents of turnover intention, as it studies the relationship between organizational culture and turnover intention, via authenticity and emotional exhaustion. Simultaneously, it also addresses the call of Chang *et al.* (2013) for more research on the predictors of turnover intention related to the work environment itself, rather than just on those related to job characteristics.

In the next sections of this report, a literature review on the topic as well as the hypotheses to be tested are presented, followed by the methodology and results obtained. Then, those results, limitations and directions for future research are discussed. Lastly, final conclusions of this research are derived.

Literature Review

Organizational Culture, Authenticity and Emotional Exhaustion

Over the years, authenticity has been positively linked to subjective well-being, self-esteem, personality and emotional regulation, and negatively linked to anxiety, stress and depression (Goldman & Kernis, 2002; Wood *et al.*, 2008; English & John, 2013; Sheldon *et al.*, 1997). In fact, in the field of psychology, authenticity has been recognized as the essence of well-being and human functioning for quite long (Wood *et al.*, 2008). Regarding the work context, authenticity has been linked with well-being, job satisfaction, in-role performance, work engagement, team productivity, reduced burnout and reduced turnover intention (Ménard & Brunet, 2011; Van den Bosch & Taris, 2014; Reis *et al.*, 2016; Hannah *et al.*, 2011; Grandey *et al.*, 2012; Goodwin *et al.*, 2011). Moreover, Robinson *et al.* (2013) concluded that lower levels of authenticity result from heavy workloads, time pressure, negative emotions and less control over the decision-making process.

Emotional exhaustion is related not only to stress, anxiety and depression (Maslach *et al.*, 2001) but also, to lower levels of job performance, commitment to the organization and higher levels of turnover intention (Cropanzano *et al.*, 2003). Previous research has linked emotional exhaustion to certain job characteristics, namely high workload and time pressure, lack of support and feedback, low autonomy and control, and lack of connection between colleagues (Cordes & Dougherty, 1993; Maslach *et al.*, 2001). Furthermore, emotional exhaustion is also related to a mismatch between employee's expectations regarding a certain job or organization and the reality.

Schein (2004) defined organizational culture as a pattern of shared, accepted and valid assumptions which were apprehended over time by the members of an organization, and that become the right "way to perceive, think and feel". Jarratt and O'Neill (2002) argued that the culture of an organization has a great influence on employees and that it is a strong predictor of a company's success.

The relationship between organizational culture and authenticity, and organizational culture and emotional exhaustion may be explained by Social Cognitive Theory (SCT). SCT states that psychosocial functioning is a function of three interacting, reciprocal and bidirectional elements: behaviour, cognitive and personal factors, and external environment (Wood & Bandura, 1989; Bandura, 1991). The self-regulation mechanism guides an individual's course of action, in attaining his goals, and controls the influence of the external environment. This process entails a continuous observation of individuals' patterns of thought and behaviour, followed by an evaluation of the fit between these patterns, their personal standards and organizational circumstances. Then, given the success or failure in achieving their goals, individuals either reward or punish themselves. Ultimately, people will pursue courses of action that meet their standards (Bandura,

1991). In this sense, if employees recognize that the characteristics of a given organizational culture fit their personal standards, they will be capable of aligning their inner experiences and outer expressions in the workplace.

Self-efficacy, which is a mechanism of self-regulation, translates the belief in one's capabilities and skills to perform a certain task. The extent to which an individual believes in his own efficacy influences his choices, goal-setting, level of effort employed, perseverance when confronted with problems and challenges, and vulnerability to increased levels of stress and depression. Indeed, self-efficacy rises when an individual is relaxed, feels encouraged and is given feedback about his performance (Bandura, 1991). Therefore, given that the environment influences individual behaviour (Wood & Bandura, 1989), if a certain organizational culture does not provide a relaxed environment, adequate work demands and a good feedback system, one may not believe in his capability to perform a certain job and consequently, feel emotionally exhausted.

Organizations may be classified according to different cultural profiles (Cameron & Quinn, 2006; Schneider *et al.*, 2013). The Competing Values Framework (CVF), developed and further adapted for corporate cultural diagnosis, by Cameron and Quinn, comprises two main bipolar dimensions: control and stability as opposed to organizational flexibility and instability, and external environment and competitiveness in contrast to internal environment and unity. The consequent integration of these dimensions results in four distinct types of organizational culture: hierarchical, market, clan and adhocracy. Hierarchical and market cultures are the two most encountered in the business world (Cameron & Quinn, 2006).

Hofstede (2001) proposed that national cultures influence their organizations' cultures and consequently, organizational behaviours. According to Hofstede's dimensions, the

Portuguese national culture is mainly characterized by high power distance and high uncertainty avoidance. That is, those occupying the most powerful positions are accepted as having privileges for their position, management controls, and subordinates are not seen as relevant in the organization, leading them to feel unmotivated and afraid of speaking up their minds. Besides, rigid codes of belief and behaviour prevail, unorthodox behaviour and ideas are not well accepted, and there is an emotional need for rules and a resistance to innovation and change (Hofstede, 2001). For the purpose of this research, only the hierarchical and market types of organizational cultures of the CVF were considered, given the similarity between their own characteristics and the characteristics of the Portuguese culture:

Hierarchical culture: the internal environment, stability, order and control are prioritized. There is an emphasis on the organizational structure and on establishing well-defined, efficient and standardized procedures, roles and work processes. It is focused on efficiency, consistency, unity and meeting deadlines. Hierarchical levels predominate, meaning that decisions are centralized and come from the top, and relationships tend to be formal. Leaders are there to supervise, coordinate and organize (Cameron & Quinn, 2006). This formal and rigid type of culture may inhibit employees from expressing their own thoughts, opinions and emotions as well as behaving in accordance with their values, beliefs and current feelings. Moreover, the lack of feedback from managers, autonomy over one's work, control over decisions and emotional connections between employees, that are inherent to this type of culture, may translate into employees' emotional exhaustion. In this sense, the following hypotheses are proposed:

Hypothesis 1a. *A perceived hierarchical culture is negatively related to authenticity at work.*

Hypothesis 1b. *A perceived hierarchical culture is positively related to feelings of emotional exhaustion.*

Market culture: the focus and the priorities are the external environment, control order and stability. The main drivers of the organization are profits, overall performance, strong position in market niches, search for new targets and secure of customer-bases. Consequently, its core values are productivity and competitiveness. Leaders are tough and demanding (Cameron & Quinn, 2006). A result-oriented environment such as this type of culture is often associated with time pressure. Thus, employees who are exposed to this kind of pressure and toughness may be less eager to express their own emotions, weaknesses and fears and to behave in accordance to what they believe is correct or the best way to operate. Probably, there is also no space for emotional connections between employees, which associated to the time pressure felt in this type of environments, may lead them to emotional exhaustion. Once again, some hypotheses are suggested:

Hypothesis 2a. *A perceived market culture is negatively related to authenticity at work.*

Hypothesis 2b. *A perceived market culture is positively related to feelings of emotional exhaustion.*

The mediating role of authenticity and emotional exhaustion

The willingness to leave an organization voluntarily is called turnover intention (Schneider, 1987). Previous research has mostly focused on job-related antecedents of turnover intention (Chang *et al.*, 2013). Nevertheless, workplace characteristics were found to be as relevant in foreseeing turnover intention as job characteristics (Humphrey *et al.*, 2007; McKnight *et al.*, 2009). Overall, the main predictors of turnover intention are job autonomy, job satisfaction, job involvement, fair reward, organizational and social

support, organizational commitment, affective commitment, and person-organization fit (Kim & Stoner, 2008; Albrecht, 2006; Alshammari *et al.*, 2016).

The Social Exchange Theory (SET) may be a good vehicle to try to understand whether there might be a relationship between the previous discussed variables and turnover intention. SET is consensually viewed as a set of actions which are dependent on the obtained degree of satisfaction with the other parties' reactions to those actions. Over time, the established transactions and relationships are based on the level of reciprocity and satisfaction with reactions from all parties (Cropanzano & Mitchell, 2005). In this sense, via the reciprocity process, negativity is returned with negativity and positivity is returned with positivity (Eisenberger *et al.*, 2004). From the employee's perspective, organizational attractiveness is considered critical when deciding whether to stay in an organization, meaning that people want to work in places that have good reputation, good atmosphere and that allow them to grow personally and professionally (Helm, 2013). If a certain organizational culture does not provide an attractive and supportive environment to its employees, via reciprocity, they may be more willing to leave it.

Van den Bosch and Taris (2014) argued that an employee feels authentic at work when there is a good adjustment between the person and the surrounding environment, which in turn translates into a lower turnover intention (Goodwin *et al.*, 2011). Thus, if the culture of an organization happens to be connected/disconnected with employees' values and beliefs, they may reciprocate the characteristics they most value via an increased or reduced turnover intention. Therefore, organizational culture may influence turnover intention, indirectly, via authenticity:

Hypothesis 3a. *Authenticity at work mediates the relationship between perceived hierarchical (a) and market (b) cultures and turnover intention.*

Burnout (i.e. emotional exhaustion) occurs when there is a lack of suitability between the employee and the job (Maslach, 2003). Hence, in case employees cannot cope with certain characteristics related to the culture of the organization, such as, pressure, stress and lack of support, they may feel physically and emotionally depleted. In such circumstances, they may negatively reciprocate the conditions imposed by the organization, by showing a higher intention to leave. In this sense, emotional exhaustion may influence the relationship between organizational culture and turnover intention:

Hypothesis 3b. *Emotional exhaustion mediates the relationship between perceived hierarchical (a) and market (b) cultures and turnover intention.*

Methodology

The current study uses an experimental and quantitative approach. An online survey was developed and distributed via Facebook, Email and LinkedIn, so that it reached as many people as possible. The only requirement to fill in the questionnaire was the possession of some professional experience by the respondent.

Sample and Procedure

In total, 388 people completed the survey. It was applied an experimental procedure and a between subjects design, as participants were randomly assigned to one of four scenarios, namely high hierarchical culture (scenario 1), low hierarchical culture (scenario 2), high market culture (scenario 3) and low market culture (scenario 4). All four scenarios were evenly distributed among participants, such that each one of them was responded by 97 people. The descriptive statistics concerning each scenario are depicted below in Table 1.

Table 1. Descriptive Statistics

Scenario	Average age	Male	Female	Average years professional experience
1.Hierarchical high	31	36%	64%	6 to 10 years
2.Hierarchical low	30	30%	70%	6 to 10 years
3.Market high	30	35%	65%	6 to 10 years
4.Market low	31	33%	67%	6 to 10 years

In the beginning of the survey, each participant was assigned to one scenario and told that, hypothetically, he/she worked in an organization with certain characteristics. The description of each pair of scenarios (scenarios 1 and 2 - high and low hierarchical culture, respectively; 3 and 4 - high and low market culture, respectively) was formulated according to the Competing Values Framework (Cameron & Quinn, 2006). In the high hierarchical culture condition, participants read that the company was extremely focused on its internal environment, organizational structure and functioning. Leaders were good coordinators, decisions were completely centralized and relationships were quite formal. Contrarily, in the low condition, the focus was not on the internal environment, organizational structure and functioning. Leaders were weak coordinators, decisions were not centralized and there would be less formality in relationships. Regarding the two market culture scenarios, those participants assigned to the high condition read that they worked at a company mainly oriented towards the external environment and focused on creating competitive advantage. Leaders would be quite tough and demanding. In the low condition, respondents read that they worked at a company neither focused on the external environment nor on competitiveness. Leaders were neither tough nor demanding. Subsequently, solely based on the description previously presented, each respondent indicated their agreement on a five-point Likert-type (from totally disagree to totally

agree) set of questions regarding authenticity, emotional exhaustion and turnover intention.

Measures

Authenticity at work: given the relevance of acknowledging whether there is a match between conscious awareness and behaviour, only the second dimension of the tripartite, person-centered construct of authenticity – “authentic living” – was considered. To assess the consistency between one’s behaviour and expression of emotions, and his own values and beliefs, a version of the 11-item authentic living scale was employed (Wood *et al.*, 2008). An example of an item included in the questionnaire was “At work, I would feel free to express my emotions to others” therefore, the expression “at work” was added to the original 11 authentic living statements to emphasize the idea of being authentic in the work context (Cronbach’s $\alpha = 0.89$).

Emotional exhaustion: it is one of the key components of the burnout phenomenon (Maslach, 2003). In order to assess how depleted of emotional and physical resources an individual was feeling, it was used the 9-item scale developed by Maslach and Jackson (1981). A sample item included in the questionnaire was “I would feel emotionally drained from my work” (Cronbach’s $\alpha = 0.95$).

Turnover intention: in order to assess an individual’s willingness to leave the organization, the 4-item scale used by Robinson (1996) was employed. One of the items included was “I would rather work at another organization” (Cronbach’s $\alpha = 0.85$).

Results

Data analysis

The collected data was analysed by performing the appropriate statistical tests in the software SPSS. In order to check the reliability of each measure used in the questionnaire, Cronbach's alpha was calculated for each one of them and 0.89 (authenticity at work), 0.95 (emotional exhaustion) and 0.85 (turnover intention) were the values obtained. Ratings of 0.70 or more are the most desirable (Lance *et al.*, 2006) therefore, all three measures revealed a high degree of internal consistency between each one's set of items. Given that the sample size of each scenario was 97 (N = 388 in total), according to the Central Limit Theorem (Lacey & Philipp, 1990), populations followed a normal distribution and parametric and non-parametric hypothesis tests were conducted to investigate the different hypotheses. The collected data was analysed by performing independent t-tests, which determined whether there was a statistically significant difference between means in two unrelated groups (high vs. low hierarchical culture; high vs. low market culture). Hereafter, Cohen's d was calculated to assess the effect size (strength) of the results (Lakens, 2013). To test the mediation effect of authenticity and emotional exhaustion on organizational culture and turnover intention, it was used the bootstrapping method, which corrects bias with confidence estimates. In this case, the 95% confidence interval of the indirect effects was calculated with 5,000 bootstrap resamples (Hayes & Preacher, 2014). Results were analysed considering a significance level of 5%.

Hypotheses testing

To test the effects of a perceived hierarchical culture on both authenticity and emotional exhaustion, the means of the two variables for the two experimental groups (i.e., high and

low hierarchical culture) were compared. On what concerns authenticity, Levene's test for equality of variances was statistically significant ($p = 0.004$) thus, equal variances across the two groups could not be assumed. As hypothesized, the score of authenticity in the high hierarchical culture condition was lower (Mean = 2.81; SD = 0.89) than in the low condition (Mean = 3.46; SD = 0.72), $p < .001$, Cohen's $d = 0.8$. Thus, results support hypothesis 1a. When testing for emotional exhaustion, equality of variances across the two groups could not be assumed as well since $p = 0.032$. The score of emotional exhaustion in the high hierarchical culture condition was greater (Mean = 3.31; SD = 0.85) than in the low condition (Mean = 2.97; SD = 0.98), $p = 0.009$, Cohen's $d = 0.37$ therefore, hypothesis 1b was supported (see Appendix 1).

Similarly, in order to test the effects of a perceived market culture on both authenticity and emotional exhaustion, the respective means for the two experimental groups (i.e., high and low market culture) were compared. Regarding authenticity, Levene's test was statistically significant thus, equal variances across the two groups could not be assumed ($p = 0.025$). As hypothesized, authenticity scored lower in the high condition (Mean = 2.70; SD = 0.86) than in the low condition (Mean = 3.46; SD = 0.67), $p < .001$, Cohen's $d = 0.99$. Results support hypothesis 2a. Once again, equality of variances across the two groups could not be assumed for emotional exhaustion, since $p = 0.007$. Results show that, in the high condition, emotional exhaustion was higher (Mean = 3.65; SD = 0.77) than in the low condition (Mean = 2.77; SD = 0.87), $p < .001$, Cohen's $d = 1.07$ thus, hypothesis 2b was supported (see Appendix 2).

Finally, to assess the mediation effect of authenticity and emotional exhaustion on organizational culture (i.e. hierarchical and market) and turnover intention, the bootstrapping method was used. Hierarchical culture was not significantly associated

with turnover intention ($b = -0.19, p = 0.12$). Furthermore, hierarchical culture was negatively associated with authenticity ($b = -0.65, p < .001$) and positively associated with emotional exhaustion ($b = 0.35, p = 0.009$). In addition, authenticity was negatively associated with turnover intention ($b = -0.56, p < .001$) and emotional exhaustion was positively associated with turnover intention ($b = 0.52, p < .001$). Therefore, a significant indirect effect of hierarchical culture on turnover intention, both via authenticity - indirect effect = 0.36, 95% CI = [0.24; 0.52] - and emotional exhaustion - indirect effect = 0.18, 95% CI = [0.05; 0.32] - was observed. Similarly, market culture was not significantly associated with turnover intention ($b = 0.19, p = 0.12$), both for authenticity and emotional exhaustion models. Market culture was negatively associated with authenticity ($b = -0.76, p < .001$) and positively associated with emotional exhaustion ($b = 0.89, p < .001$). Moreover, authenticity was negatively associated with turnover intention ($b = -0.5, p < .001$) and emotional exhaustion was positively associated with turnover intention ($b = 0.38, p < .001$). Thus, it was found a significant indirect effect of market culture on turnover intention, both via authenticity - indirect effect = 0.38, 95% CI = [0.25; 0.57] - and emotional exhaustion - indirect effect = 0.34, 95% CI = [0.21; 0.51]. Concluding, results support H3a and H3b.

Discussion

The purpose of this research was twofold. On one hand, it explored how different types of organizational culture influence levels of authenticity and emotional exhaustion, revealed by employees. On the other hand, it aimed at demonstrating whether organizational culture leads to turnover intention, through authenticity and emotional exhaustion. Results showed that control, order and stability-oriented organizational cultures (i.e. hierarchy and market) are negatively related to authenticity at work and

positively associated with emotional exhaustion. Moreover, both authenticity at work and emotional exhaustion mediate the relationship between organizational culture (i.e. hierarchy and market) and turnover intention. When testing the mediation relationship, authenticity was found to be negatively related to turnover intention and emotional exhaustion was found to be positively related to turnover intention, validating previous findings on the topic (Goodwin *et al.*, 2011; Cropanzano *et al.*, 2003).

People are influenced by the environment in which they work (Bandura, 1991) and, in fact, they tend to be less authentic at work than in other contexts (Robinson *et al.*, 2013). This study suggests that employees tend to be less authentic, when confronted with organizational cultures that require rigid conformity to already defined and standardized roles and procedures, do not allow employees to take part in the decision-making process and are focused on competitiveness and meeting deadlines. Such environments do not welcome and accept new ideas, and employees are not considered relevant for the organization. As a result, they do not feel confident enough to express their own opinions and emotions and to act in accordance with their values and beliefs, since they fear the consequences and their leaders' reactions. These results coincide with those obtained in another two studies, which also explored the influence of organizational culture on authenticity at work (Reis *et al.*, 2015; Reis *et al.*, 2016).

Furthermore, results suggest that work environments characterized by high levels of time pressure, formal relationships between leaders and employees and among employees, and lack of autonomy and control about whatsoever translate into increased feelings of emotional exhaustion. Such type of environments entail high levels of stress, pressure, low recognition for one's work, lack of emotional bonds and support/feedback. Therefore, as time goes by, employees feel completely used up and that their work is useless.

Finally, authenticity and emotional exhaustion were found to mediate the relationship between organizational culture and turnover intention. This means that given a certain organizational culture, employees will be more willing to leave the organization in case they perceive they are not being their true selves and/or that their physical and emotional resources are being weakened by the work context.

Managerial Implications

Managers should promote authenticity at work, as it translates into better work outcomes and reduced turnover intention. Moreover, they should reduce to the bare minimum emotional exhaustion, as it also compromises job performance and commitment to the organization, and increases levels of turnover intention. Ultimately, organizations want to retain their talented employees and, consequently, be able to improve their financial performance and secure their competitive advantage.

Fostering authenticity and preventing emotional exhaustion will decrease the turnover intention. However, the level of authenticity and emotional exhaustion expressed by the employees is dependent on the type of organizational culture. According to the results of this study, organizational cultures extremely focused on control, order and stability (i.e. hierarchical cultures) and on results (i.e. market cultures) may be jeopardizing employee's levels of authenticity and emotional exhaustion, and consequently, the company's turnover intention rate.

To conclude, management should leverage on the type of organizational culture to promote an environment in which employees feel confident enough to be their true-selves, and sufficiently stable emotionally to perform their tasks. Thus, managers should undertake some changes and actions, to improve the culture of the organization. First, they must support, give feedback and value their human capital. Second, although they

have to make sure employees are hard-working, responsible with their obligations and committed to the organization, they must give them reasonable levels of workload and attainable deadlines. Additionally, employees should be part of some decision-making processes, especially those that affect them directly. They should also be given the freedom and the chance to give their opinions, concerning the most varied topics within the company, on a daily basis. Finally, the environment in the workplace should be a mix of formality and informality, meaning keeping the respect and consideration for higher hierarchies, while establishing emotional bonds between employees and between employees and the respective managers.

Limitations and Future Research

This study has some limitations, which should be addressed in future research. First, an experimental design has some limitations (Creswell, 2013), which should be taken into account when analysing results and deriving conclusions. Given that all other variables are controlled, artificial situations that do not always match reality may be created. Furthermore, participants' reactions may not reveal their true behaviours in a non-experimental study. Additionally, the researcher cannot control innumerable external variables, which may affect participants' reactions to the study. Second, given that each organization has its own culture, aggregating them in only four distinct profiles may be somewhat abstract therefore, future research should test the real organizational culture of a company, instead of general profiles of organizational cultures. Third, in order to understand how culture influences authenticity, emotional exhaustion and turnover intention, and how this changes over time, a longitudinal approach should be used. Moreover, both quantitative and qualitative methods should be employed, in order to reinforce and validate the results.

There are some relevant points that could be addressed in future research. First, it would be interesting to further explore the basic relationship between organizational culture and turnover intention. Second, the influence of individuals' dimensions of personality in the relationship between organizational culture and turnover intention could be studied. Moreover, the relationship between authenticity and emotional exhaustion should be explored. This study should also be conducted within a broader geographic area, meaning with people from different nationalities in order to understand whether national culture influences expressed levels of authenticity, emotional exhaustion and turnover.

Conclusion

The purpose of this research was twofold: on one hand, it aimed at studying whether organizational culture (i.e. hierarchical and market) are related to authenticity at work and emotional exhaustion and on the other hand, it assessed whether authenticity and emotional exhaustion mediate the relationship between organizational culture and turnover intention. The results obtained supported all the hypotheses proposed. That is, both hierarchical and market cultures inhibit authenticity at work and stimulate emotional exhaustion. Moreover, organizational culture influences turnover intention, through authenticity and emotional exhaustion.

The importance of these results (and research as a whole) relies on the fact that hierarchical and market cultures are the most encountered ones in the business world, including in Portugal, as they are the ones that better fit the Portuguese national culture. Hence, senior executives and managers should evaluate their organization's culture and change it, in order to create environments that encourage employees' authenticity at work and reduce their emotional exhaustion, as ultimately, this affects turnover intention and the overall performance of the company.

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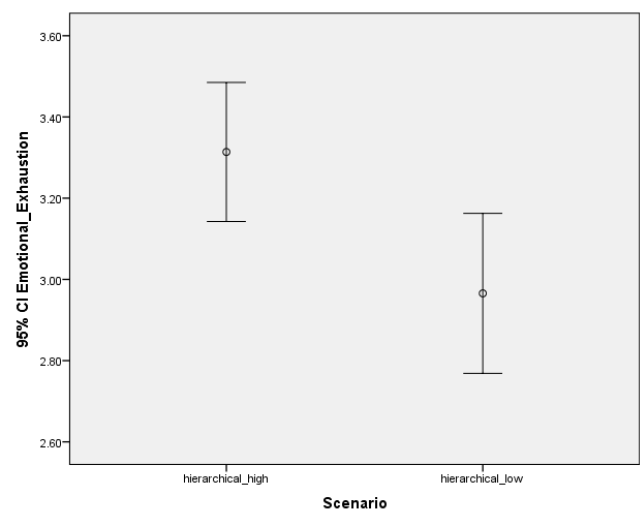
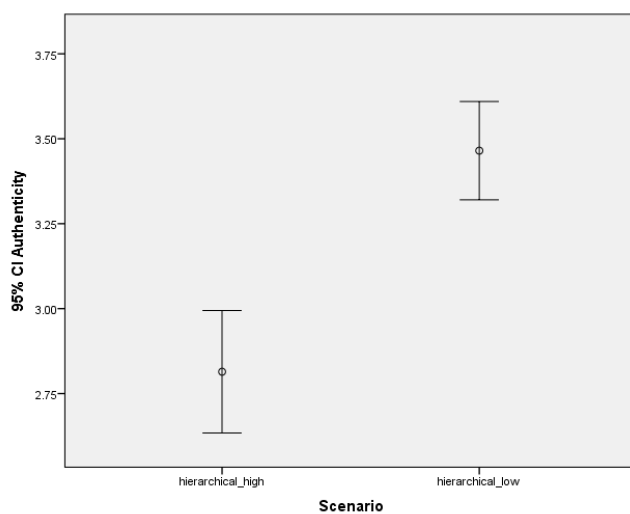
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Appendices

Appendix 1 - Mean Authenticity and Emotional Exhaustion ratings – Hierarchical

Culture condition



Appendix 2 - Mean Authenticity and Emotional Exhaustion ratings by Market

Culture condition

