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**Faculty of Management**  
**Bachelor of project management**



# The impact of organizational identity On job performance

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Graduation Project – 1

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2024 – second semester

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## Abstract

**The aim of the study:** This study aims to reveal the effect of the impact of organisational identity on job performance.

**The methodology of the study:** To achieve the objectives of the study, the researcher used the descriptive analytical approach which is questionnaire, the study was applied to sample consisting of a number of 30 of employees and administrators.

**The results of the study:** all of the dimensions of the two variables are middle.

**Theoretical contributions:** This study contributes to the literature by investigating the relationship between the organisational identity and job performance.

**Practical applications:** The study provides recommendations to the relevant parties in organisations on the importance of applying the organisational identity and its relationship to the job performance which raises the level of the organization.

**Keywords:** organisational identity, job performance.

## المستخلص

**الهدف من الدراسة:** تهدف هذه الدراسة إلى الكشف عن اثر تأثير الهوية التنظيمية على الأداء الوظيفي.

**منهج الدراسة:** ولتحقيق أهداف الدراسة استخدم الباحث المنهج الوصفي التحليلي وهو الاستبانة، وتم تطبيق الدراسة على عينة مكونة من عدد (30) موظفاً وإدارياً.

**نتائج الدراسة :** كل ابعاد المتغيرين مستوياتها متوسطة.

**المساهمة النظرية:** تساهم هذه الدراسة في الأدبيات من خلال دراسة العلاقة بين الهوية التنظيمية والأداء الوظيفي.

**التطبيقات العملية:** تقدم الدراسة توصيات للجهات ذات العلاقة في المنظمات حول أهمية تطبيق الهوية التنظيمية وعلاقتها بالأداء الوظيفي مما يرفع مستوى المنظمة.

**الكلمات المفتاحية:** الهوية التنظيمية، الأداء الوظيفي.

# **1. Chapter 1: Introduction**

## **1.1. Research Background**

Organisational identity refers to the unique characteristics, values, and beliefs that define an organisation and distinguish it from other organisations in the same industry (Albert & Whetten, 1985). This concept has gained significant attention in the field of organisational studies due to its potential impact on various aspects of job performance. In this introduction, we will discuss the significance of organisational identity, its relationship with job performance, and provide an overview of relevant APA-referenced research in the field.

Firstly, organisational identity is crucial because it serves as the basis for an organisation's culture, which in turn influences employee behaviour and attitudes (Tsui & Gutek, 1999). A strong organisational identity can foster a sense of belonging among employees, leading to increased motivation, job satisfaction, and commitment (Denison, 1996). Conversely, a weak organisational identity may result in employees feeling disconnected and disengaged, negatively affecting their job performance.

Secondly, numerous studies have explored the relationship between organisational identity and job performance. For example, research by Ashforth and Mael (1989) found that organisations with a strong identity tend to exhibit higher levels of employee performance due to increased commitment and engagement. Similarly, Corley and Gioia (2004) discovered that firms with a well-defined organisational identity experience improved financial performance, which can be attributed to the positive impact on employees' job performance.

Thirdly, the impact of organisational identity on job performance is contingent upon various factors, such as the extent to which employees identify with their organisation and the degree to which organisational values align with employees' personal values (Dutton & Dukerich, 1991). Furthermore, the context in which an organisation operates, such as industry competition and external pressures, can also influence the relationship between organisational identity and job performance (Mehra & Slater, 2003).

In conclusion, organisational identity plays a significant role in shaping job performance by influencing employees' motivation, commitment, and engagement. While previous research has provided valuable insights into the relationship between organisational identity and job performance, more studies are needed to explore the underlying mechanisms and contextual factors that contribute to this relationship. By understanding the complex interplay between organisational identity and job performance, organisations can develop strategies to foster a strong organisational identity and improve overall job performance.

## **1.2. Research Problem**

Organisational identity refers to the unique characteristics and values that define an organisation and differentiate it from others. These distinct features not only shape an organisation's overall culture, but also influence the job performance of its employees. Research has shown that a strong organisational identity can positively impact job performance by fostering a sense of belonging, enhancing motivation, and promoting employee engagement. However, a weak or unclear organisational identity can lead to confusion, disengagement, and decreased productivity, ultimately hindering an organisation's overall success. In this context, it is crucial for organisations to develop and maintain a robust identity that aligns with their strategic goals and objectives, in order to maximise employee job performance and contribute to the organisation's long-term growth and competitiveness.

### **1.2.1. Theoretical Gaps**

#### **1. Ambiguity of Organisational Identity Constructs:**

Despite the growing interest in organisational identity, there is still a lack of clarity and consensus on the specific constructs and dimensions that constitute organisational identity. This ambiguity hinders the development of a comprehensive theoretical framework to understand the impact of organisational identity on job performance.

#### **2. Mediating and Moderating Mechanisms:**

While some studies have shown the relationship between organisational identity and job performance, there is limited research on the underlying mechanisms that explain this relationship. Additional research is needed to identify and investigate the mediating and moderating factors that might influence this connection.

#### **3. The Role of Organisational Culture:**

Organisational culture is a critical aspect of organisational identity, yet the literature on this topic is often fragmented and inconsistent. More research is needed to understand how specific aspects of organisational culture, such as values, norms, and beliefs, interact with organisational identity to influence job performance.

#### 4. The Impact of Organisational Identity on Different Job Roles:

The effects of organisational identity on job performance may vary across different job roles and industries. Research is needed to explore how organisational identity impacts job performance in various contexts and to identify specific job roles where the relationship between organisational identity and job performance is particularly strong or weak.

#### 5. The Dynamic Nature of Organisational Identity:

Organisational identity is not static, but rather evolves over time as a result of various internal and external factors. Research is needed to understand how changes in organisational identity affect job performance, both in the short and long term.

### **1.2.2. Practical Gaps**

#### 1. Employee Engagement:

Organisations with a strong identity foster employee engagement, which in turn leads to higher levels of job satisfaction, motivation, and productivity. In contrast, employees in organisations with weak identity may experience lower engagement, which can negatively affect their job performance.

#### 2. Employee Retention:

A strong organisational identity can contribute to employee retention by providing a sense of belonging and pride in the company. Conversely, a weak organisational identity can lead to higher employee turnover rates, as employees may feel disconnected from the organisation and seek opportunities elsewhere.

#### 3. Communication and Collaboration:

Organisations with a strong identity tend to have better communication and collaboration among employees, as they share common values, goals, and expectations. This can lead to increased efficiency and effectiveness in the organisation. In contrast, weak organisational identity may result in poor communication and collaboration, which can hinder job performance.

#### 4. Innovation and Creativity:

Companies with a strong organisational identity often promote a culture of innovation and creativity, as employees feel empowered to take risks and think outside the box. In organisations with weak identity, employees may be more hesitant to take risks, which can limit their ability to generate new ideas and drive growth.

#### 5. Talent Attraction and Retention:

A strong organisational identity can help attract top talent by conveying a clear sense of purpose and culture. When employees are proud of their organisation and its values, they are more likely to recommend it to others, leading to a positive reputation and increased talent pool. In contrast, organisations with weak identity may struggle to attract and retain top talent.

“How does organisational identity influence job performance, and what are underlying mechanisms that mediate this relationship?”

### **1.3. Research Significance**

Organisational identity plays a crucial role in shaping job performance, as it reflects the unique culture, values, and beliefs that define an organisation. A strong organisational identity fosters a sense of belonging among employees, which in turn increases their motivation, commitment, and engagement in their work. This positive work environment influences employees to align their individual goals with those of the organisation, leading to a higher level of job satisfaction and overall performance. Additionally, organisational identity serves as a guiding force, helping employees navigate complex decision-making processes and adapt to change more effectively. By understanding and nurturing organisational identity, managers can create a conducive atmosphere that supports employees' growth and development, ultimately contributing to the success and sustainability of the organisation.

### **1.3.1. At the theoretical level**

Organisational identity is an important concept in the field of organisational studies, as it refers to the distinctive features that make an organisation unique, such as its culture, values, norms, and goals. It is a crucial factor that shapes employees' behaviour, attitudes, and job performance. The significance of the impact of organisational identity on job performance can be analysed from multiple perspectives, including social identity theory, self-categorisation theory, and organisational culture.

#### **1. Social Identity Theory:**

This theory posits that individuals have a need to belong to social groups and derive their self-concept from these group affiliations. Organisational identity serves as a key aspect of an individual's social identity, influencing their self-concept and sense of belonging within the organisation. When employees identify strongly with their organisation, they are more likely to be engaged, committed, and motivated, ultimately leading to higher job performance.

#### **2. Self-Categorisation Theory:**

This theory suggests that individuals categorise themselves into different social groups based on shared characteristics, such as organisational affiliation. When employees categorise themselves as part of their organisation, they are more likely to adopt the organisation's values and goals, which in turn affects their job performance. A strong organisational identity can lead to increased cohesion and collaboration among employees, resulting in better teamwork and overall performance.

### 3. Organisational Culture:

Organisational culture refers to the shared values, beliefs, and practices that shape the behaviour and attitudes of employees. A strong organisational identity is closely linked to a well-defined and coherent organisational culture. When employees internalise the organisation's culture, they are more likely to align their goals and actions with the organisation's objectives, leading to higher job performance.

### 4. Organisational Citizenship Behaviour:

Organisational citizenship behaviour (OCB) refers to voluntary, non-contractual behaviours that contribute to the overall functioning and effectiveness of the organisation. A strong organisational identity has been associated with higher levels of OCB, such as helping colleagues, advocating for the organisation, and following organisational norms. These behaviours contribute to a positive work environment and increased job performance.

### 5. Job Satisfaction and Turnover:

Employees who strongly identify with their organisation tend to report higher levels of job satisfaction, as they feel a sense of belonging and are more likely to perceive their work as meaningful. High job satisfaction is linked to improved job performance and reduced turnover intentions. Conversely, a weak organisational identity can lead to dissatisfaction, disengagement, and increased turnover, negatively impacting job performance.

In conclusion, the impact of organisational identity on job performance is significant at the theoretical level. A strong organisational identity fosters a sense of belonging, alignment with organisational values and goals, increased engagement, and improved job performance. Understanding and enhancing organisational identity can help organisations create a positive work environment and achieve their strategic objectives.

### **1.3.2. At the practical level**

Organisational identity has a significant impact on job performance at the practical level. Organisational identity refers to the shared beliefs, values, and norms that define the organisation and its members. A strong organisational identity can positively influence job performance in various ways:

**1. Employee engagement:**

Employees who strongly identify with their organisation are more likely to be engaged in their work, which can lead to higher levels of productivity and job satisfaction. They are more likely to be committed to their organisations goals and objectives, which can result in better performance.

**2. Job satisfaction:**

Employees with a strong organisational identity often feel a sense of belonging and pride in their organisation. This can lead to higher levels of job satisfaction, which in turn can contribute to better performance. Satisfied employees are more likely to be motivated, enthusiastic, and dedicated to their work, resulting in improved performance.

**3. Teamwork and collaboration:**

A strong organisational identity fosters a sense of unity and shared purpose among employees. This can lead to better teamwork and collaboration, as employees are more likely to trust and support one another. Effective teamwork and collaboration are essential for high-performing organisations, as they enable employees to work together more efficiently and effectively.

**4. Talent retention:**

Organisations with a strong organisational identity are more likely to retain top talent, as employees feel a sense of loyalty and commitment to the organisation. Retaining talented employees can lead to better job performance, as these individuals bring their skills, knowledge, and expertise to their work.

5. Adaptability and innovation:

Organisations with a strong organisational identity are more likely to be adaptable and innovative, as employees are committed to the organisation's mission and values. This can lead to better job performance, as employees are more likely to embrace change and seek out new opportunities for growth and improvement.

6. Organisational learning:

A strong organisational identity fosters a culture of learning and continuous improvement, as employees are more likely to be open to feedback and willing to learn from their experiences. This can lead to better job performance, as employees are more likely to improve their skills and knowledge over time.

7. Ethical behaviour:

Organisations with a strong organisational identity are more likely to have a strong ethical culture, which can positively influence job performance. Employees who work in organisations with strong ethical cultures are more likely to act ethically, which can lead to better decision-making and reduced risk of negative consequences, such as legal issues or damage to the organisation's reputation.

In conclusion, organisational identity plays a crucial role in job performance, as it influences employee engagement, job satisfaction, teamwork, talent retention, adaptability, organisational learning, and ethical behaviour. By fostering a strong organisational identity, organisations can create a positive work environment that supports and promotes high levels of job performance.

## 1.4. Research Questions

**Main Research Question:** How does the organizational identity effect job performance?

Sub-Question 1: How does a strong organizational identity influence individual employee job satisfaction and performance?

Sub-Question 2: How do employees' perceptions of organizational identity affect their commitment and work behavior?

Sub-Question 3: How do changes in organizational identity affect the overall productivity and performance of employees?

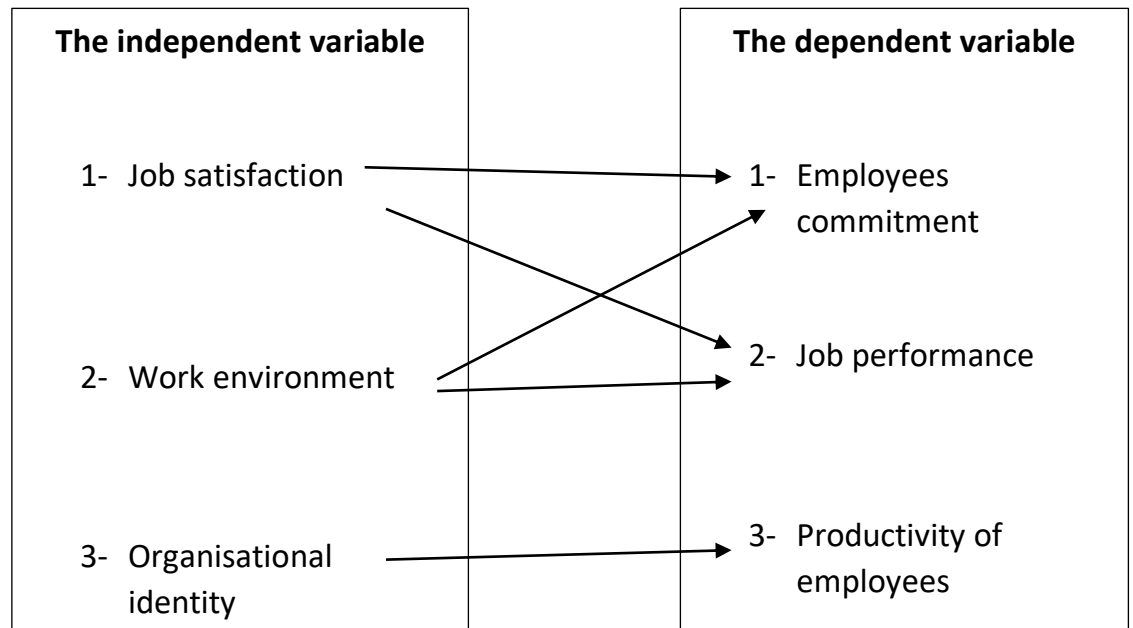
## 1.5. Research Objectives

- 1. Research Objective:** To examine the impact of organizational identity on job satisfaction and performance.
- 2. Research Objective:** To assess the effectiveness of a strong organizational identity on the employees' commitment and work behavior.
- 3. Research Objective:** To explore the role of organizational identity in maximizing the productivity of employees.

## a. Research Hypotheses

- There is statistically significant positive relationship between job satisfaction and strong organizational identity.
- There is statistically significant negative relationship between weak organizational identity and the employees' commitment or work behavior.
- There is statistically significant relationship between the productivity of employees and the organizational identity.

## b. Research Model



### **c. Research Methodology**

Research philosophy: positivism.

Research methodology: deductive research.

strategy: case study.

Type of research: quantitative.

Horizontally: cross-sectionally.

Procedures : Questionnaire and statistical analysis.

### **d. Scope of The Study**

The proposed field study on the impact of organisational identity on job performance will be conducted in the healthcare industry, specifically focusing on a large hospital network in the United States. This study aims to understand how the alignment of organisational identity with healthcare professionals' values and beliefs influences their job performance, motivation, and overall job satisfaction. (Dutton & Dukerich, 1994).

## **e. The Suggested Project Structure**

Chapter 1: Introduction

Chapter 2: Literature Review

Chapter 3: Research Methodology

Chapter 4: Statistical Analysis

Chapter 5: Discussion and Conclusion

|                                             |
|---------------------------------------------|
| <b>Chapter 1: Introduction</b>              |
| <b>Chapter 2: literature Review</b>         |
| <b>Chapter 3: Research Methodology</b>      |
| <b>Chapter 4: Statistical Analysis</b>      |
| <b>Chapter 5: Discussion and Conclusion</b> |

## **3 Chapter 2: Literature Review**

## **a. Introduction**

The relationship between organizational identity and job performance has garnered significant attention in organizational behavior research, highlighting the profound influence that collective identity can have on individual and organizational outcomes. Organizational identity, which refers to the shared understanding among members regarding the core values, beliefs, and defining characteristics of their organization (Albert & Whetten, 1985), plays a pivotal role in shaping employee behaviors and attitudes. As employees internalize this identity, it affects their sense of belonging, motivation, and alignment with organizational goals, all of which have been found to impact job performance (Ashforth & Mael, 1989).

Previous studies have underscored the importance of understanding this dynamic, as they reveal how a strong, positive organizational identity can enhance employee engagement, satisfaction, and commitment, leading to improved job performance (Dutton, Dukerich, & Harquail, 1994). Conversely, rigid or exclusionary identities may hinder performance by fostering resistance to change and diminishing innovation (Gioia, Schultz, & Corley, 2000). Despite the extensive literature on these topics, there remains a need for further empirical exploration that considers both the beneficial and potentially detrimental aspects of organizational identity.

In this research, organizational identity is considered as the independent variable, which encompasses the set of core attributes, values, and beliefs that define “who we are” as an organization (Whetten, 2006). Job performance, the dependent variable, represents the effectiveness and productivity of employees in fulfilling their roles and meeting organizational objectives (Campbell, McCloy, Oppler, & Sager, 1993). By examining the relationship between these two variables, this study aims to provide deeper insights into how organizational identity can be strategically managed to enhance job performance while mitigating the risks of over-identification and rigidity. Given the evolving nature of organizations and workplaces, this research is essential for developing practical frameworks that balance identity cohesion with adaptability, ultimately leading to better performance outcomes.

## **b. The independent variable**

Organizational identity is a foundational concept in organizational behavior, defined as the collective understanding within an organization regarding “who we are” and “what we stand for” (Albert & Whetten, 1985). It represents the core values, beliefs, and attributes that members consider central, distinctive, and enduring about their organization. Organizational identity distinguishes one organization from another and shapes how members perceive themselves in relation to the organization’s mission, values, and culture. Over time, this concept has evolved to address the complexities of modern organizations, encompassing both stability and change in identity as organizations adapt to external and internal challenges (Gioia, Schultz, & Corley, 2000).

Since its introduction by Albert and Whetten (1985), the concept of organizational identity has undergone significant theoretical and empirical developments. Earlier studies emphasized the stability and continuity of organizational identity, viewing it as relatively fixed and resistant to change. However, contemporary research suggests that organizational identity is more fluid and adaptive, capable of evolving as organizations face shifts in their environment (Gioia, Patvardhan, Hamilton, & Corley, 2013). This adaptive perspective highlights how organizations manage identity tensions and change while maintaining a coherent sense of “who we are” over time.

Organizational identity is often characterized by three key dimensions: centrality, distinctiveness, and continuity (Albert & Whetten, 1985):

1. **Centrality:** This dimension refers to the core attributes and values that are most fundamental to the organization's identity. These are the central aspects that define the essence of the organization and remain stable despite changes in the environment.
2. **Distinctiveness:** Organizational identity is also defined by what makes it unique compared to other organizations. Distinctiveness involves the attributes that set the organization apart from its competitors or peers, contributing to its unique position in the marketplace.
3. **Continuity:** Continuity reflects the enduring aspects of organizational identity that persist over time. This dimension emphasizes stability and the maintenance of a consistent identity, even as organizations undergo changes and transformations.

Several theoretical frameworks contribute to understanding organizational identity. Albert and Whetten's (1985) original conceptualization laid the groundwork, emphasizing centrality, distinctiveness, and continuity as the defining features. Later, social identity theory (Ashforth & Mael, 1989) expanded this understanding by exploring how individuals internalize organizational identity as part of their self-concept, leading to stronger identification with the organization and higher job performance.

Additionally, the adaptive instability model (Gioia, Schultz, & Corley, 2000) challenges the notion of organizational identity as static, proposing that identity is continuously negotiated and reconstructed in response to changing internal and external pressures. This perspective integrates both the enduring and dynamic aspects of identity, highlighting the balance between preserving core values and adapting to new realities.

In summary, organizational identity is a multifaceted construct with significant implications for organizational behavior and performance. As organizations navigate complexity, understanding the central, distinctive, and continuous elements of their identity—while remaining adaptable—provides a foundation for sustaining employee engagement, alignment, and ultimately, enhanced performance.

### **c. The dependent variable**

Job performance is a critical dependent variable in organizational psychology and human resource management, representing how effectively an employee fulfills their job responsibilities. It refers to the behaviors and actions that contribute to organizational goals, encompassing the quality, quantity, and efficiency of work output (Campbell, McCloy, Oppler, & Sager, 1993). Job performance is multifaceted and influenced by various individual and contextual factors.

Historically, job performance has been measured through objective output metrics such as sales numbers, production units, or service delivery times. However, this view has evolved with research recognizing that performance encompasses not just task performance (the direct duties of the job) but also contextual performance (behaviors that contribute to the organizational environment, like teamwork and helping behaviors) (Borman & Motowidlo, 1993). Recent developments also emphasize adaptive performance—how well an employee can adapt to changes and unexpected situations (Pulakos, Arad, Donovan, & Plamondon, 2000).

Several dimensions are integral to understanding job performance, each providing a distinct aspect of employee behavior and outcomes:

**1. Job Satisfaction:** Job satisfaction refers to the degree to which employees feel content and fulfilled by their job roles (Judge, Thoresen, Bono, & Patton, 2001). Higher job satisfaction often correlates with higher levels of job performance, particularly when satisfaction fosters motivation and commitment to the organization (Locke, 1976). Satisfied employees are typically more engaged, productive, and less likely to exhibit counterproductive work behaviors (Organ, 1997).

**2. Work Environment:** The work environment includes physical and social factors that affect an employee's ability to perform well. A supportive work environment, characterized by good managerial support, positive peer relationships, and safe working conditions, promotes better job performance (Oldham & Fried, 1987). Work environments that foster autonomy, feedback, and clear role expectations are linked with enhanced performance (Hackman & Oldham, 1976).

**3. Job Competence:** Job competence refers to the skills, knowledge, and abilities an individual possesses that are necessary to perform job tasks effectively (Campbell et al., 1993). Competent employees demonstrate higher levels of performance as they are better equipped to meet job demands and solve problems efficiently (Schmidt & Hunter, 1998).

**Various theories provide a framework for understanding the factors that influence job performance. Some of the most influential include:**

- **Goal-Setting Theory:** Locke and Latham (1990) assert that specific and challenging goals enhance performance. When employees are given clear targets, they are more focused and motivated to achieve high performance, especially when coupled with feedback.
- **Expectancy Theory:** Vroom's (1964) expectancy theory posits that employees perform better when they believe their efforts will lead to high performance, and that performance will be rewarded. This theory emphasizes the role of employee motivation in driving performance.
- **Self-Efficacy Theory:** Bandura's (1986) self-efficacy theory highlights the belief in one's capabilities as a significant predictor of performance. Employees with high self-efficacy are more likely to take on challenges, persist through difficulties, and ultimately perform better.
- **Job Characteristics Model:** Hackman and Oldham's (1976) model suggests that job performance is influenced by five core job dimensions: skill variety, task identity, task significance, autonomy, and feedback. Jobs that are designed to enhance these dimensions are more likely to motivate employees and lead to better performance.
- **Person-Environment Fit Theory:** This theory posits that job performance is highest when there is congruence between the individual's abilities and the demands of the job, as well as between the individual's needs and the rewards offered by the job (Kristof-Brown, Zimmerman, & Johnson, 2005). A good fit leads to higher satisfaction and better performance outcomes.

In conclusion, job performance is a complex and dynamic dependent variable influenced by individual factors like job satisfaction and competence, as well as contextual factors like the work environment. Theories such as goal-setting, expectancy, self-efficacy, and person-environment fit provide valuable insights into how performance can be enhanced in organizational settings.

#### **d. The relationship between the independent and the dependent variables**

The relationship between organizational identity (independent variable) and job performance (dependent variable) has been widely studied in organizational behavior literature, reflecting the significance of understanding how employees' identification with their organization affects their work outcomes. Organizational identity, characterized by shared beliefs and values, provides employees with a sense of belonging and alignment with organizational goals (Albert & Whetten, 1985). Job performance, in turn, encompasses both task-related behaviors and broader contributions like organizational citizenship behaviors (Borman & Motowidlo, 1997). Despite broad recognition of this relationship, patterns, conflicts, and gaps in existing research reveal the complexity of how these variables interact.

Research consistently shows a positive relationship between strong organizational identity and higher job performance. Employees who strongly identify with their organization are more likely to exhibit behaviors aligned with organizational objectives, leading to better job performance (Dutton, Dukerich, & Harquail, 1994). For example, employees who view their organization's values as congruent with their personal values are more motivated to contribute positively, resulting in increased commitment, loyalty, and discipline (Ashforth & Mael, 1989). This alignment promotes job satisfaction, which has been shown to directly enhance both in-role and extra-role performance (Riketta, 2005).

Furthermore, research highlights that organizational identity fosters a sense of collective efficacy, where employees believe in their collective ability to achieve goals. This shared belief enhances collaboration, reduces conflict, and drives performance outcomes (Pratt, 1998). Organizations that successfully cultivate a coherent and positive identity often see improved organizational citizenship behaviors, which further contribute to job performance (Christ, Van Dick, Wagner, & Stellmacher, 2003).

While the positive relationship between organizational identity and job performance is well-established, conflicts arise when organizational identity becomes too rigid or exclusionary. For instance, when organizations emphasize a narrow or highly specific identity, employees who do not fully align with this identity may feel alienated, leading to disengagement and lower performance (Gioia, Schultz, & Corley, 2000). This rigidity can stifle innovation and adaptability, especially in dynamic environments where organizations need to evolve (Ravasi & Schultz, 2006).

Additionally, over-identification with organizational identity can create conflicts between individual and organizational goals. Research indicates that employees who over-identify with their organization may prioritize organizational loyalty over other important aspects of job performance, such as ethical decision-making or personal well-being (Elsbach & Bhattacharya, 2001). These conflicts highlight a potential downside of strong organizational identity, where the focus on conformity and belonging may suppress critical thinking, creativity, and even ethical behavior (Vough, 2012).

Despite extensive research on the relationship between organizational identity and job performance, several gaps remain. One key gap involves the interaction between organizational identity and the increasingly dynamic nature of modern work environments. Most studies have focused on stable or traditional organizational settings, leaving a need for more research on how identity influences performance in flexible, remote, or gig work contexts (Ashforth, Harrison, & Corley, 2008).

Another gap is the limited exploration of how organizational identity impacts different types of job performance beyond task performance. While studies have acknowledged the role of organizational citizenship behaviors, less attention has been given to counterproductive work behaviors and how **organizational identity** might mitigate or exacerbate these behaviors (Rotundo & Sackett, 2002). Additionally, cultural and contextual factors play a significant role in shaping organizational identity, yet there is limited research on how cultural differences influence the relationship between identity and performance across global contexts (Erez & Gati, 2004).

In summary, the relationship between organizational identity and job performance is generally positive, with strong identity fostering commitment, loyalty, and discipline, which in turn boost job performance. However, conflicts arise when organizational identity is overly rigid or exclusionary, leading to disengagement or unethical behavior. The gaps in existing research, particularly regarding dynamic work contexts and diverse cultural settings, present opportunities for future exploration. Addressing these gaps can enhance our understanding of how organizations can balance a strong identity with the flexibility needed to maintain high job performance in a rapidly changing world.

## **e. Conclusion**

The relationship between organizational identity and job performance has been the focus of considerable research, with numerous studies consistently highlighting a positive correlation between these two variables. Employees who identify strongly with their organization are more likely to be committed, disciplined, and loyal, thereby enhancing overall job performance (Dutton, Dukerich, & Harquail, 1994). Organizational identity provides a sense of purpose and belonging, motivating employees to align their behaviors with organizational goals, which in turn leads to improved task performance and organizational citizenship behaviors (Ashforth & Mael, 1989). However, research also underscores that this relationship is complex and influenced by factors such as the inclusiveness of the organizational identity, the flexibility of the organizational environment, and potential conflicts between personal and organizational values (Gioia, Schultz, & Corley, 2000).

Despite substantial progress, several gaps remain, providing fertile ground for future research. One critical area involves the exploration of organizational identity in non-traditional work settings, such as remote or gig work environments. With the growing prevalence of flexible work arrangements, understanding how organizational identity is maintained and its impact on performance in these contexts is crucial (Ashforth, Harrison, & Corley, 2008). Additionally, future research should examine the cross-cultural dynamics of organizational identity, particularly how identity is perceived and enacted in different cultural contexts and its subsequent effect on performance (Erez & Gati, 2004).

Another promising area for future research is the investigation of negative aspects of strong organizational identity. Over-identification with an organization can sometimes lead to undesirable outcomes such as groupthink, resistance to change, or unethical behavior, which can negatively affect performance (Elsbach & Bhattacharya, 2001). Understanding these dynamics can provide insights into how organizations can balance strong identity with flexibility and innovation.

Research in this field has significantly contributed to our understanding of how organizational identity influences job performance, providing both theoretical frameworks and practical insights. Theories such as social identity theory (Tajfel & Turner, 1979) and organizational identification (Ashforth & Mael, 1989) have laid the foundation for understanding the psychological mechanisms behind the identity-performance relationship. Additionally, empirical studies have offered evidence-based strategies for enhancing organizational identity and, in turn, improving performance outcomes, such as fostering shared values, promoting inclusive cultures, and aligning organizational goals with employee aspirations (Pratt, 1998).

In conclusion, the research underscores the critical role of organizational identity in driving job performance, while also highlighting areas of complexity and potential risks. By addressing existing gaps and expanding the scope of research into new contexts and cultures, future studies can deepen our understanding of how organizational identity shapes employee behavior and contribute to more effective management practices.

## **Appendices Chapter:**

### **Appendices**

This survey aims to explore the relationship between organizational identity and job performance. Organizational identity refers to the distinct characteristics, values, and culture that define an organization and shape how employees perceive their role within it. It encompasses elements such as centralization, distinctiveness, and continuity, all of which contribute to the organization's overall identity and influence its work environment.

On the other hand, job performance is the effectiveness with which employees carry out their tasks and responsibilities. It includes aspects like commitment, loyalty, task achievement, and discipline, which are crucial for ensuring the organization's success and operational efficiency.

The purpose of this survey is to examine how these two factors interact and to identify ways in which strengthening organizational identity may positively influence employee performance.

We kindly ask you to answer the questions in this form to help us complete this research. Please note that all responses will remain confidential, and your input is highly valued.

[https://docs.google.com/forms/d/e/1FAIpQLSeYofQC\\_lyq7Nac3K5tTg-KdFtkQ7f58srgS8L5Yf2IYspdew/viewform?usp=sf\\_link](https://docs.google.com/forms/d/e/1FAIpQLSeYofQC_lyq7Nac3K5tTg-KdFtkQ7f58srgS8L5Yf2IYspdew/viewform?usp=sf_link)

**Please provide the following information. Your responses will remain confidential and will be used for research purposes only.**

1. Age:

- 18-25
- 26-35
- 36-45
- 46-55
- 56 and above

2. Gender:

- Male
- Female
- Prefer not to say

3. Years of experience:

- Less than 1 year
- 1-3 years
- 4-6 years
- 7-10 years
- More than 10 years

4. Educational qualification:

- High school diploma
- Associate's degree
- Bachelor's degree
- Master's degree
- Doctorate
- Other (please specify)

| Variable                | Variable dimensions      | Number of statements | Source                                                                                                                                                                                                                                    |
|-------------------------|--------------------------|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Organisational identity | - <b>Centralisation</b>  | 4                    | بوعلالة, فودوا,<br>محمد/مؤطر, ولد<br>باحمو, &<br>سمير/مؤطر مساعد.<br>(2022). دور<br>الهوية التنظيمية في<br>تحسين الأداء<br>الوظيفي بمؤسسات<br>التعليم العالي في<br>الجزائر<br>Doctoral )<br>,dissertation<br>جامعة احمد دراية-<br>ادرار). |
|                         | - <b>Distinctiveness</b> | 4                    |                                                                                                                                                                                                                                           |
|                         | - <b>Continuity</b>      | 4                    |                                                                                                                                                                                                                                           |

#### Dimension 1: Centralisation

- 1- The organisation should prioritise providing exceptional services to the community.
- 2- It is important for the organisation to adopt innovative ideas to improve its operations.
- 3- Promoting professional ethics is essential to ensuring long-term stability within the organisation.
- 4- The organisation should continuously implement strategies that enhance the stability and productivity of the work environment.

#### Dimension 2: Distinctiveness

- 1- The organisation should strive to achieve a leading position within its industry.
- 2- It is important for the organisation to set ambitious goals in order to stand out from competitors.
- 3- The organisation's success is best maintained by offering superior services/products compared to others.
- 4- A distinctive approach to innovation and problem-solving is necessary for the organisation to maintain its competitive edge.

#### Dimension 3: Continuity

- 1- The organisation should have a well-defined structure with clear roles and responsibilities to achieve its goals effectively.
- 2- Continuous self-assessment and improvement are critical for the organisation's ongoing success.

- 3- Stability in the organisation is best ensured by clearly defining roles and responsibilities.
- 4- The organisation should adapt to changes while preserving its core identity and mission.

| Variable        | Variable dimensions | Number of statements | Source                                                                                                                                                                                           |
|-----------------|---------------------|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Job performance | - Job Commitment    | 4                    | بوعلالة, فودوا, محمد/مؤطر, ولد باحمو, & سمير/مؤطر مساعد. (2022). دور الهوية التنظيمية في تحسين الأداء الوظيفي بمؤسسات التعليم العالي في الجزائر (Doctoral dissertation, جامعة احمد دراية-ادرار). |
|                 | - Job Loyalty       | 4                    |                                                                                                                                                                                                  |
|                 | - Task Achievement  | 4                    |                                                                                                                                                                                                  |
|                 | - Job Discipline    | 4                    |                                                                                                                                                                                                  |

### Dimension 1: Job Commitment

- 1- It is important for employees to put in extra effort to help achieve organisational goals.
- 2- Being willing to take on additional tasks when necessary contributes to the success of the organisation.
- 3- The organisation should encourage employees to put forth their best effort in their roles.
- 4- Promoting long-term commitment among employees is essential for organisational stability.

### Dimension 2: Job Loyalty

- 1- Providing competitive salaries and benefits is crucial to retain employees and prevent turnover.
- 2- Employees play a key role in enhancing the organisation's reputation through their work.
- 3- Offering non-material values, such as recognition and purpose, is just as important as financial rewards for employee satisfaction.
- 4- Creating a sense of pride and loyalty toward the organisation is important for fostering long-term employee engagement.

### **Dimension 3: Task Achievement**

- 1- Completing tasks within the designated time and to high standards is essential for organisational success.
- 2- Tasks should be well-matched to employees' qualifications and expertise to ensure efficiency.
- 3- A strong sense of teamwork and collaboration is important for achieving tasks effectively.
- 4- Providing adequate resources and support helps employees accomplish tasks efficiently.

### **Dimension 4: Job Discipline**

- 1- It is important for all employees to follow organisational rules, guidelines, and decisions to maintain order.
- 2- Arriving on time and consistently meeting work schedules is essential for smooth operations.
- 3- Enforcing workplace discipline contributes to achieving organisational goals and maintaining productivity.
- 4- Adherence to established procedures ensures a well-organised and efficient work environment.

[https://docs.google.com/forms/d/e/1FAIpQLSeYofQC\\_lyq7Nac3K5tTg-KdFtkQ7f58srgS8L5Yf2IYspdew/viewform?usp=sf\\_link](https://docs.google.com/forms/d/e/1FAIpQLSeYofQC_lyq7Nac3K5tTg-KdFtkQ7f58srgS8L5Yf2IYspdew/viewform?usp=sf_link)

**- Organizational identity**

| Statements                                                                                                                                                                                                                                                                                                                                                  | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------|---------|----------|-------------------|
| <b>Dimension 1 – Centralisation :</b>                                                                                                                                                                                                                                                                                                                       |                |       |         |          |                   |
| <ul style="list-style-type: none"> <li>- The organisation should prioritise providing exceptional services to the community.</li> <li>- It is important for the organisation to adopt innovative ideas to improve its operations.</li> <li>- Promoting professional ethics is essential to ensuring long-term stability within the organisation.</li> </ul> |                |       |         |          |                   |
| <ul style="list-style-type: none"> <li>- The organisation should continuously implement strategies that enhance the</li> </ul>                                                                                                                                                                                                                              |                |       |         |          |                   |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |  |  |  |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| stability and productivity of the <i>work environment</i> .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |  |  |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |  |  |  |  |
| <b>Dimension 2:<br/>Distinctiveness</b> <ul style="list-style-type: none"> <li>- The <i>organisation</i> should strive to achieve a leading position within its industry.</li> <li>- It is important for the <i>organisation</i> to set ambitious goals in order to stand out from competitors.</li> <li>- The <i>organisation's</i> success is best maintained by offering superior services/products compared to others.</li> <li>- A distinctive approach to innovation and problem-solving is necessary for the <i>organisation</i></li> </ul> |  |  |  |  |  |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |  |  |  |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| to maintain its competitive edge.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |  |  |  |  |
| <b>Dimension 3:<br/>Continuity</b> <ul style="list-style-type: none"> <li>- The organisation should have a well-defined structure with clear roles and responsibilities to achieve its goals effectively.</li> <li>- Continuous self-assessment and improvement are critical for the organisation's ongoing success.</li> <li>- Stability in the organisation is best ensured by clearly defining roles and responsibilities.</li> <li>- The organisation should adapt to changes while preserving its core identity and mission.</li> </ul> |  |  |  |  |  |

## - Job performance

| Statements                                                                                                                                                                                                                                                                                                                                                                                                  | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------|---------|----------|-------------------|
| <b>Dimension 1: Job Commitment</b> <ul style="list-style-type: none"> <li>- It is important for employees to put in extra effort to help achieve organisational goals.</li> <li>- Being willing to take on additional tasks when necessary contributes to the success of the organisation.</li> <li>- The organisation should encourage employees to put forth their best effort in their roles.</li> </ul> |                |       |         |          |                   |

|                                                                                                                                                                                                                                                                                          |  |  |  |  |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| <ul style="list-style-type: none"> <li>- Promoting long-term commitment among employees is essential for organisational stability.</li> </ul>                                                                                                                                            |  |  |  |  |  |
| <b>Dimension 2: Job Loyalty</b> <ul style="list-style-type: none"> <li>- Providing competitive salaries and benefits is crucial to retain employees and prevent turnover.</li> <li>- Employees play a key role in enhancing the organisation's reputation through their work.</li> </ul> |  |  |  |  |  |

|                                                                                                                                                                                                                                                                                                                            |  |  |  |  |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| <ul style="list-style-type: none"> <li>- Offering non-material values, such as recognition and purpose, is just as important as financial rewards for employee satisfaction.</li> <li>- Creating a sense of pride and loyalty toward the organisation is important for fostering long-term employee engagement.</li> </ul> |  |  |  |  |  |
| <b>Dimension 3: Task Achievement</b> <ul style="list-style-type: none"> <li>- Completing tasks within the designated time and to high standards is essential for organisational success.</li> </ul>                                                                                                                        |  |  |  |  |  |

|                                                                                                                                                                                                                                                                                                                                                           |  |  |  |  |  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| <ul style="list-style-type: none"> <li>- Tasks should be well-matched to employees' qualifications and expertise to ensure efficiency.</li> <li>- A strong sense of teamwork and collaboration is important for achieving tasks effectively.</li> <li>- Providing adequate resources and support helps employees accomplish tasks efficiently.</li> </ul> |  |  |  |  |  |
| <b>Dimension 4: Job Discipline</b>                                                                                                                                                                                                                                                                                                                        |  |  |  |  |  |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |  |  |  |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| <ul style="list-style-type: none"> <li>- It is important for all employees to follow organisational rules, guidelines, and decisions to maintain order.</li> <li>- Arriving on time and consistently meeting work schedules is essential for smooth operations.</li> <li>- Enforcing workplace discipline contributes to achieving organisational goals and maintaining productivity.</li> <li>- Adherence to established procedures ensures a well-organised and efficient work environment.</li> </ul> |  |  |  |  |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|

## **Chapter Four: Statistical analysis of the study results**

## 4.1 Introduction

This chapter presents the results of the field study, which were statistically analysed using both the SPSS statistical software package (version 28) and Smart-PLS3.0. The chapter includes the descriptive statistics of the study sample using SPSS V28, the validity and reliability tests of the questionnaires used to collect data from the study sample using Smart-PLS 3.0. Additionally, to test the study hypotheses and model fit, simple linear regression analysis was conducted using SPSS V28, and the statistical results were validated using Smart-PLS 3.0.

## 4.1 Characteristics of the study sample

- The study sample was distributed according to variables such as gender, age group, years of experience,, and educational qualifications .
- Frequencies and percentages were calculated for each variable, which include:
  - Gender includes (Male, Female, gender)
  - Age groups includes (18-25, 26-35, 36-45, 46-55, 56 and above)
  - Years of experience, including (less than a year, 1-3 years, 4-5 years, 7-10 years, more than 10 years)
  - Educational qualifications, includes (high school diploma/ associate's degree/ bachelor's degree/ master's degree/ doctorate)

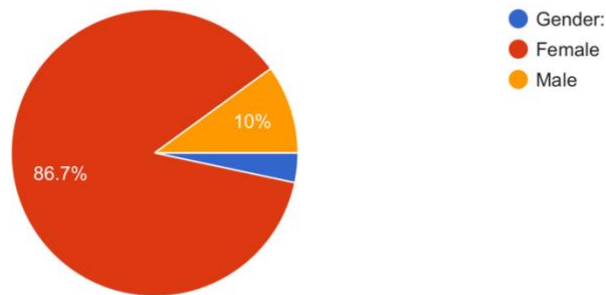
The following table, figures, and paragraphs illustrate the classification of the study sample:

| Variable                          | Variable classes    | The number | Percentage of the total sample |
|-----------------------------------|---------------------|------------|--------------------------------|
| <b>Gender</b>                     | Gender              | 1          | 3.3%                           |
|                                   | Female              | 26         | 86.7%                          |
|                                   | Male                | 3          | 10%                            |
|                                   | Total               | 30         | 100%                           |
| <b>The age group</b>              | 18-25               | 22         | 73.3%                          |
|                                   | 26-35               | 6          | 20%                            |
|                                   | 36-45               | 0          | 0%                             |
|                                   | 46-55               | 1          | 3.3%                           |
|                                   | 56 and above        | 1          | 3.3%                           |
|                                   | Total               | 30         | 100%                           |
| <b>Years of experience</b>        | Less than a year    | 8          | 26.7%                          |
|                                   | 1-3 years           | 8          | 26.7%                          |
|                                   | 4-6 years           | 5          | 16.7%                          |
|                                   | 7-10 years          | 8          | 26.7%                          |
|                                   | More than 10 years  | 1          | 3.3%                           |
|                                   | Total               | 30         | 100%                           |
| <b>Educational qualifications</b> | High school diploma | 10         | 33.3%                          |
|                                   | Associate's Degree  | 5          | 16.7%                          |
|                                   | Bachelor's degree   | 9          | 30%                            |
|                                   | Master's Degree     | 4          | 13.3%                          |
|                                   | Doctorate           | 2          | 6.7%                           |
|                                   | Total               | 30         | 100%                           |

## From the data presented in the table, the following conclusions can be drawn:

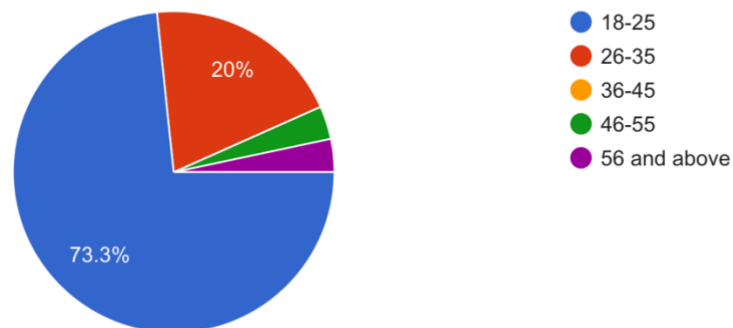
- **Gender :** the numbers of female is higher which is 26 representing 86.7% of the total sample, the numbers of male is 3 representing 10% of the total sample and the smallest numbers of gender (prefer not to say their gender) is 1 representing 3.3% of the total sample.

Gender:  
30 responses



- **Age :** the largest group in the sample is 18-25 representing 73.3% of the total sample, followed by 26-35 representing 20% of the total sample, the two smallest groups are 46-55 representing 3.3% and 56 and above also representing 3.3%.

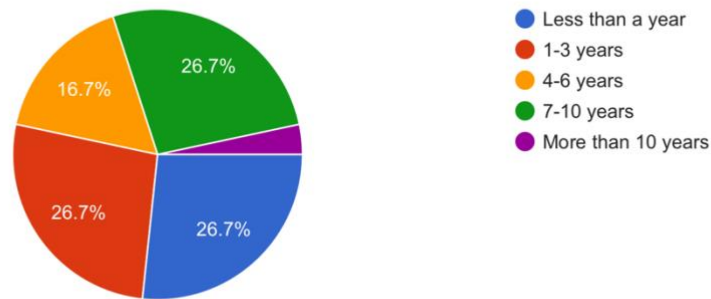
Age:  
30 responses



- **Years of experience:** there are three groups have the same number and the same percentage which they are less than a year representing 26.7% , 1-3 years representing 26.7% and 7-10 years representing 26.7%, followed by 4-6 years representing 16.7% and the last is more than 10 years representing 3.3% of the sample.

Years of experience:

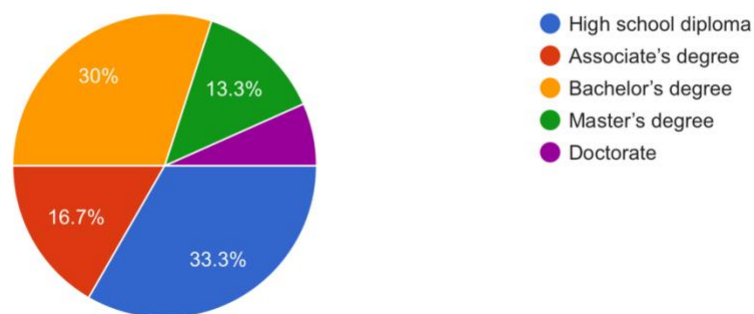
30 responses



- **Educational qualifications:** most participants hold a high school diploma representing 33.3% of the total sample, followed by bachelor's degree representing 30% of the total sample, then the associate's degree representing 16.7% of the total sample, then the master's degree representing 13.3% of the total sample and the smallest group is doctorate representing 6.7% of the total sample.

Educational qualification:

30 responses



## 4.2 Measuring the validity and reliability of study instruments

In order to verify the validity and reliability of the measures used in the study, the internal consistency validity of the questionnaires used to measure the study variables was tested, in addition to measuring the convergent validity by measuring the Average Variance Extracted (AVE). While the reliability of the measures used in the study was measured by Measuring the value of Cronbach's alpha, through the structural equation modelling (SEM), using the statistical analysis program SPSS version 28. The following paragraphs and tables explain this.

### 4.3.1 Validity of the measures used in the study

The internal consistency validity of the scales used to measure the study variables was tested, in addition to measuring the convergent validity by measuring the average variance extracted.

**Internal consistency validity:** It means the extent to which each statement of the questionnaire is consistent with the variable to which it belongs. Therefore, the researcher measured the internal consistency of the questionnaires by calculating the correlation coefficients between the score of each statement and the total score of the variable to which it belongs. According to Kaiser (1974) study, a correlation coefficient of less than 0.5 is removed from the questionnaire

**Convergent Validity:** The average variance between statements that measure the same scale is measured by calculating the average variance extracted (AVE), whose value must be greater than 0.5 according to Hair et al (2006).

The following tables show the statistical results for (correlation coefficients, standard deviation, calculated T value, and P value between the score of each statement and the total score of the variable to measure the validity of the internal consistency of the questionnaires. Also, calculating the value of the average variance extracted (AVE) to measure the convergent validity of the questionnaires through the equation model. Structural SPSS version 28, as follows:

| Variable<br>Organisational<br>identity | Statements | KMO   | Factor<br>loading | Standard<br>deviation | P<br>values | Average<br>variance<br>extracted | Average<br>variance<br>extracted |
|----------------------------------------|------------|-------|-------------------|-----------------------|-------------|----------------------------------|----------------------------------|
| Centralisation                         | A1         | 0.832 | 0.628             | 1.581                 | 0.000       | 0.7645                           | 0.750417                         |
|                                        | A2         |       | 0.850             | 1.549                 | 0.000       |                                  |                                  |
|                                        | A3         |       | 0.821             | 1.546                 | 0.000       |                                  |                                  |
|                                        | A4         |       | 0.759             | 1.495                 | 0.000       |                                  |                                  |
| Distinctiveness                        | B1         | 0.832 | 0.780             | 1.617                 | 0.000       | 0.7805                           | 0.750417                         |
|                                        | B2         |       | 0.901             | 1.491                 | 0.000       |                                  |                                  |
|                                        | B3         |       | 0.649             | 1.424                 | 0.000       |                                  |                                  |
|                                        | B4         |       | 0.792             | 1.462                 | 0.000       |                                  |                                  |
| Continuity                             | C1         | 0.832 | 0.714             | 1.451                 | 0.000       | 0.70625                          | 0.750417                         |
|                                        | C2         |       | 0.773             | 1.423                 | 0.000       |                                  |                                  |
|                                        | C3         |       | 0.618             | 1.527                 | 0.000       |                                  |                                  |
|                                        | C4         |       | 0.720             | 1.679                 | 0.000       |                                  |                                  |

| Variable<br>Job performance | Statements | KMO   | Factor<br>loading | Standard<br>deviation | P<br>values | Average<br>variance<br>extracted | Average<br>variance<br>extracted |
|-----------------------------|------------|-------|-------------------|-----------------------|-------------|----------------------------------|----------------------------------|
| Job<br>commitment           | BA1        | 0.653 | 0.277             | 1.285                 | 0.000       | 0.574                            | 0.651                            |
|                             | BA2        |       | 0.753             | 1.280                 | 0.000       |                                  |                                  |
|                             | BA3        |       | 0.635             | 1.509                 | 0.000       |                                  |                                  |
|                             | BA4        |       | 0.630             | 1.491                 | 0.000       |                                  |                                  |
| Job loyalty                 | BB1        | 0.653 | 0.347             | 1.227                 | 0.000       | 0.572                            | 0.651                            |
|                             | BB2        |       | 0.475             | 1.277                 | 0.000       |                                  |                                  |
|                             | BB3        |       | 0.733             | 1.505                 | 0.000       |                                  |                                  |
|                             | BB4        |       | 0.733             | 1.302                 | 0.000       |                                  |                                  |
| Task achievement            | BC1        | 0.653 | 0.719             | 1.386                 | 0.000       | 0.72025                          | 0.651                            |
|                             | BC2        |       | 0.668             | 1.617                 | 0.000       |                                  |                                  |
|                             | BC3        |       | 0.653             | 1.417                 | 0.000       |                                  |                                  |
|                             | BC4        |       | 0.841             | 1.471                 | 0.000       |                                  |                                  |
| Job discipline              | BD1        | 0.653 | 0.672             | 1.401                 | 0.000       | 0.73775                          | 0.651                            |
|                             | BD2        |       | 0.679             | 1.610                 | 0.000       |                                  |                                  |
|                             | BD3        |       | 0.800             | 1.669                 | 0.000       |                                  |                                  |
|                             | BD4        |       | 0.800             | 1.376                 | 0.000       |                                  |                                  |

### **It is clear from the table above:**

- **The scale of applying the organizational identity:** All correlation coefficients for all statements are strongly correlated with their dependent variable which is organisational identity and its dimensions which are centralization, distinctiveness and continuity, at values greater than 0.6. In addition, the values of all correlation coefficients for the statements are statistically significant at a significance level less than 0.001. Accordingly, the internal consistency validity of the scale has been achieved. Also, from the results above related to the value of the average variance extracted AVE, it is clear that its value for the variable of applying ( organisational identity and its dimensions which are centralization, distinctiveness and continuity) is  $0.750417 > 0.6$ . Accordingly, the convergent validity of the questionnaire has been achieved.
- **The scale of applying the job performance:** All correlation coefficients for the statements that measure (job performance and its dimensions which are job commitment, job loyalty, task achievement and job discipline) have a value greater than 0.2. In addition, the values of all correlation coefficients for the statements are statistically significant at a significance level less than 0.0001. Accordingly, the internal consistency validity of the scale has been achieved in its four dimensions. Also, from the results above related to the value of the average variance extracted AVE for the variable of (job performance and its dimensions which are job commitment, job loyalty, task achievement and job discipline) as a whole, which is equal to  $0.651 > 0.2$ . Accordingly, the convergent validity of the questionnaire has been achieved.

### 4.3.2 Reliability of the study tool

The stability of the questionnaire refers to the stability of the questionnaire results and their non-change significantly if they were redistributed to the sample individuals several times during specific time periods. To measure the stability of the questionnaires used to measure the study variables, Cronbach's alpha values were calculated using SPSS version 28. According to (2010) Hair et al, the value must be greater than 0.7 for the scale to be stable.

| Variable                       | Statements | Cronbach's alpha | Cronbach's Alpha |
|--------------------------------|------------|------------------|------------------|
| <b>Organizational identity</b> |            |                  |                  |
| Centralization                 | 4          | 0.837            | 0.910            |
| Distinctiveness                | 4          | 0.848            |                  |
| Continuity                     | 4          | 0.918            |                  |
| <b>Job performance</b>         |            |                  |                  |
| Job commitment                 | 4          | 0.916            | 0.920            |
| Job loyalty                    | 4          | 0.891            |                  |
| Task achievement               | 4          | 0.885            |                  |
| Job discipline                 | 4          | 0.888            |                  |

- **The organizational identity:**

The statistical results showed that the values of Cronbach's alpha is 0.910, And for its dimensions which are (Centralization 0.837, Distinctiveness 0.848 and Continuity 0.918). which indicates that all values are greater than 0.7 . According to Hair et al (2010), the stability of the scale has been achieved.

- **The job performance:**

The statistical results showed that the values of Cronbach's alpha is 0.920, And for its dimensions which are (job commitment 0.916, job loyalty 0.891, task achievement 0.885 and job discipline 0.888). which indicates that all values are greater than 0.7 . According to Hair et al (2010), the stability of the scale has been achieved.

## 4.4 Descriptive analysis of study variables

| Strongly disagree | Disagree | Neutral | Strongly agree | Agree |
|-------------------|----------|---------|----------------|-------|
| 1                 | 2        | 3       | 4              | 5     |

the relative weight corresponding to each category is calculated by multiplying the arithmetic mean by  $(100 \div 5)$ , where 5 is the five-point scale.

### The significance of arithmetic averages

| The value of the arithmetic mean | Results (General trend) | Relative weight %         | Level (degree) Practice/ importance |
|----------------------------------|-------------------------|---------------------------|-------------------------------------|
| From 1 to less than 1.80         | Strongly Disagree       | From 20 to less than 36%  | Very low                            |
| From 1.80 to less than 2.60      | Disagree                | From 36 to less than 52%  | Low                                 |
| From 2.60 to less than 3.40      | Neutral                 | From 52 to less than 68%  | Middle                              |
| From 3.40 to less than 4.20      | Strongly agree          | From 68 to less than 84%  | High                                |
| From 4.20 to less than 5         | Agree                   | From 84 to less than 100% | Very High                           |

The following table shows the descriptive analysis of the study variables represented by the arithmetic means based on the five-point Likert scale and the standard deviations of the variables according to the table related to the importance of the arithmetic mean.

| Variable                       | Arithmetic | Mean | Standard | deviation | General | trend   | Level  | Importance |
|--------------------------------|------------|------|----------|-----------|---------|---------|--------|------------|
| <b>Organizational identity</b> |            |      |          |           |         |         |        |            |
| Centralization                 | 3.12       |      | 1.279    |           | Neutral |         | Middle |            |
| Distinctiveness                | 3.11       | 3.09 | 1.231    | 1.137     | Neutral | Neutral | Middle | Middle     |
| Continuity                     | 3.07       |      | 1.189    |           | Neutral |         | Middle |            |
| <b>Job performance</b>         |            |      |          |           |         |         |        |            |
| Job commitment                 | 3.08       |      | 1.043    |           | Neutral |         | Middle |            |
| Job loyalty                    | 3.24       | 3.20 | 0.962    | 1.012     | Neutral | Neutral | Middle | Middle     |
| Task achievement               | 3.38       |      | 1.224    |           | Neutral |         | Middle |            |
| Job discipline                 | 3.13       |      | 1.256    |           | Neutral |         | Middle |            |

- The results of the study sample characterisation for **the independent variable the organisational identity** The general trend of the sample vocabulary tends to be neutral, indicating a middle importance, as the arithmetic average of the variable as a whole was 3.09, and a standard deviation of 1.137. The descriptive results of the variable dimensions also showed that the general trend of all three dimensions by the vocabulary of the sample is a middle neutral level, as for the dimensions of the variable, the results were as follows: Centralisation the arithmetic average is 3.12 and a standard deviation is 1.279 , Distinctiveness the arithmetic average is 3.11 and a standard deviation is 1.231 and Continuity the arithmetic average is 3.07 and a standard deviation is 1.189 . These results show average neutrality.

- The results of the study sample characterisation for **the dependent variable** **the job performance** The general trend of the sample vocabulary tends to be neutral, indicating a middle importance, as the arithmetic average of the variable as a whole was 3.20, and a standard deviation of 1.012. The descriptive results of the variable dimensions also showed that the general trend of all four dimensions by the vocabulary of the sample is a middle neutral level, as for the dimensions of the variable, the results were as follows: Job commitment the arithmetic average is 3.08 and a standard deviation is 1.043 , Job loyalty he arithmetic average is 3.24 and a standard deviation is 0.962, Task achievement the arithmetic average is 3.38 and a standard deviation is 1.224 and Job discipline the arithmetic average is 3.13 and a standard deviation is 1.256 . These results show average neutrality.

#### **4.5 Linear correlation coefficients between the study variables**

The following table shows the linear correlation coefficients between the study variables, which were measured using SPSS-V 28, as follows:

| Variable        |                     | Centralization | Distinctiveness | Continuity | Job performance |
|-----------------|---------------------|----------------|-----------------|------------|-----------------|
| Centralization  | Pearson Correlation | 1              | .850**          | .739**     | .724**          |
|                 | Sig. (2-tailed)     |                | <.001           | <.001      | <.001           |
|                 | N                   | 30             | 30              | 30         | 30              |
| Distinctiveness | Pearson Correlation | .850**         | 1               | .721**     | .678**          |
|                 | Sig. (2-tailed)     | <.001          |                 | <.001      | <.001           |
|                 | N                   | 30             | 30              | 30         | 30              |
| Continuity      | Pearson Correlation | .739**         | .721**          | 1          | .863**          |
|                 | Sig. (2-tailed)     | <.001          | <.001           |            | <.001           |
|                 | N                   | 30             | 30              | 30         | 30              |
| Job performance | Pearson Correlation | .724**         | .678**          | .863**     | 1               |
|                 | Sig. (2-tailed)     | <.001          | <.001           | <.001      |                 |
|                 | N                   | 30             | 30              | 30         | 30              |

**The linear link between the organisational identity and its dimensions (as an independent variable) and job performance (as a dependent variable):**

- A positive average moral correlation 0.724 was shown between the organisational identity and its dimensions as an independent variable and job performance as a dependent variable at a significance level below (0.01).
- The existence of a positive average moral correlation is shown between each of the dimensions of the organisational identity (centralisation, distinctiveness and continuity) when the correlation coefficient: 1, 0.850, 0.739 and 0.739 in order as independent variables at a segmentation level less than (0.01) and between the job performance as a dependent variable.
- It is noted from the above that the values of the association coefficients between the study variables are high, which indicates the strength of this association.

### **The linear link between the dimensions of organisational identity and the variable organisational identity as a whole, and between each other:**

- The results of the previous table show that there is a positive moral correlation between organisational identity and its dimensions (centralisation , distinctiveness and continuity) at a level of segmentation less than (0.01)

## **4.6 The results of the study hypothesis test**

This part is concerned with the main study opportunity validity test and subsequent sub-assembly, and the statistical results obtained are presented using both the SPSS V28 and SEM-PLS statistical package as follows:

### **The main hypothesis of the study :**

There is a positive and statistically significant moral relationship between organisational identity and job performance.

### **Sub-hypotheses are derived from this main hypothesis as follows:**

- Hypothesis 1: There is a statistically significant positive moral relationship between centralisation and job performance.
- Hypothesis 2: There is a statistically significant positive moral relationship between distinctiveness and job performance.
- Hypothesis 3: There is a statistically significant positive moral relationship between continuity and job performance.

### **The main hypothesis test results of the study:**

- This hypothesis states that “there is a positive moral relationship that is statistically significant between organisational identity and job performance.”
- To test this hypothesis, simple linear regression analysis was used, which is one of the common statistical methods used to test the relationship between two variables. In this context, this method was applied to study the relationship between organisational identity, which represents the independent variable in the study, and job performance, which represents the dependent variable of the study. The analysis aims to determine whether there is a moral relationship between the application of organisational identity practises and the level of application of job performance practises. Through this analysis, the extent to which organisational identity influences on job performance is tested, as well as measuring the strength and direction of this relationship using statistical coefficients derived from the simple linear regression model.

**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .818 <sup>a</sup> | .668     | .656              | .593                       |

a. Predictors: (Constant), Variable\_Organizational\_identity

**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df | Mean Square | F      | Sig.               |
|-------|------------|----------------|----|-------------|--------|--------------------|
| 1     | Regression | 19.862         | 1  | 19.862      | 56.425 | <.001 <sup>b</sup> |
|       | Residual   | 9.856          | 28 | .352        |        |                    |
|       | Total      | 29.718         | 29 |             |        |                    |

a. Dependent Variable: Variable\_job\_performance

b. Predictors: (Constant), Variable\_Organizational\_identity

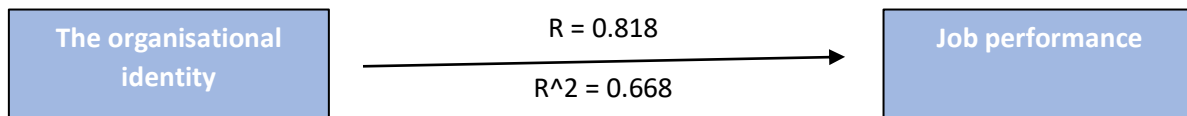
**Coefficients<sup>a</sup>**

| Model |                                  | Unstandardized Coefficients |            | Standardized Coefficients | t     |
|-------|----------------------------------|-----------------------------|------------|---------------------------|-------|
|       |                                  | B                           | Std. Error | Beta                      |       |
| 1     | (Constant)                       | .953                        | .319       |                           | 2.989 |
|       | Variable_Organizational_identity | .728                        | .097       | .818                      | 7.512 |

**Coefficients<sup>a</sup>**

| Model |                                  | Sig.  | 95.0% Confidence Interval for B |             |
|-------|----------------------------------|-------|---------------------------------|-------------|
|       |                                  |       | Lower Bound                     | Upper Bound |
| 1     | (Constant)                       | .006  | .300                            | 1.605       |
|       | Variable_Organizational_identity | <.001 | .529                            | .926        |

a. Dependent Variable: Variable\_job\_performance



The table above shows the following:

- The morality level of the (F) test, which is equal to (sig) is less than (0.01), indicating that the simple linear regression pattern has a moral significance at the level of 0.01.
- The value of the correlation coefficient ( $R=0.818$ ) indicates a strong positive correlation between organisational identity in general and job performance.
- The modified identification coefficient ( $R^2$ ) shows that about 66% of the variation in job performance can be explained by the variation in organisational identity level.
- The value of (T value) refers to the morality of the beta regression coefficient (B), where the semantic level is calculated for the test (T) 0.95.

Based on the previous results, the validity of the main hypothesis, which stipulates the existence of a positive moral relationship with statistical significance between organisational identity (collectively) is accepted as an independent variable and job performance as a dependent variable.

### **The results of the first, second and third sub-hypotheses test of the study:**

- This first sub-hypothesis states that "there is no moral relationship between centralisation and job performance". This hypothesis examines the direct relationships between centralisation under study as an independent variable, and job performance as a dependent variable.
- This first sub-hypothesis states that "there is no moral relationship between distinctiveness and job performance". This hypothesis examines the direct relationships between distinctiveness under study as an independent variable, and job performance as a dependent variable.
- This first sub-hypothesis states that "there is moral relationship between continuity and job performance". This hypothesis examines the direct relationships between continuity under study as an independent variable, and job performance as a dependent variable.

To test these sub-hypotheses, simple linear regression analysis method was used

**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .873 <sup>a</sup> | .761     | .734              | .522                       |

a. Predictors: (Constant), Continuity, Distinctiveness, Centralisation

**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df | Mean Square | F      | Sig.               |
|-------|------------|----------------|----|-------------|--------|--------------------|
| 1     | Regression | 22.628         | 3  | 7.543       | 27.657 | <.001 <sup>b</sup> |
|       | Residual   | 7.091          | 26 | .273        |        |                    |
|       | Total      | 29.718         | 29 |             |        |                    |

a. Dependent Variable: Variable\_job\_performance

b. Predictors: (Constant), Continuity, Distinctiveness, Centralisation

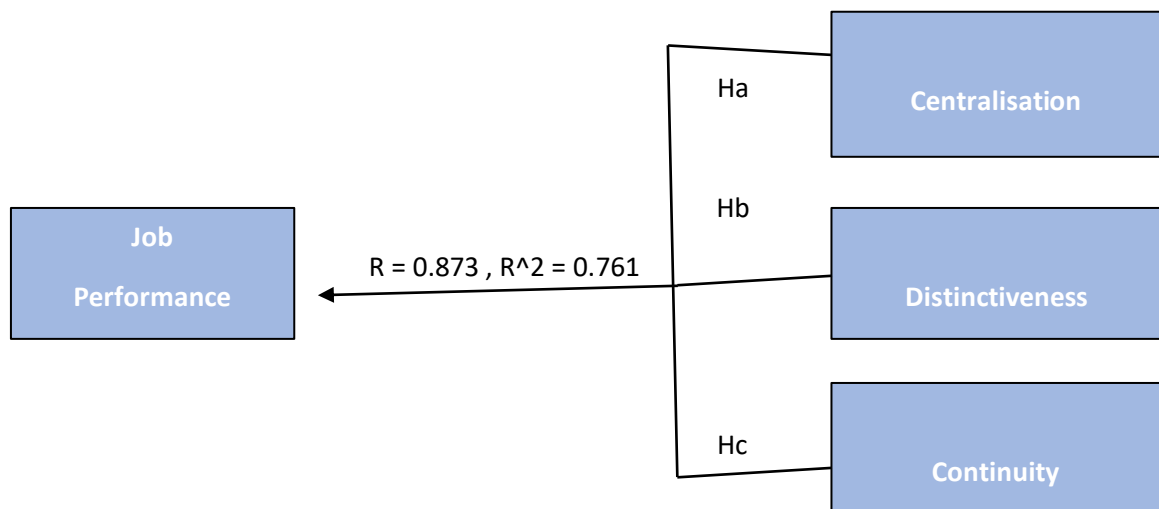
### Coefficients<sup>a</sup>

| Model |                 | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.  |
|-------|-----------------|-----------------------------|------------|---------------------------|-------|-------|
|       |                 | B                           | Std. Error | Beta                      |       |       |
| 1     | (Constant)      | .853                        | .284       |                           | 3.003 | .006  |
|       | Centralisation  | .159                        | .153       | .201                      | 1.039 | .308  |
|       | Distinctiveness | -.013                       | .155       | -.015                     | -.081 | .936  |
|       | Continuity      | .618                        | .125       | .726                      | 4.927 | <.001 |

### Coefficients<sup>a</sup>

| Model |                 | 95.0% Confidence Interval for B |             |
|-------|-----------------|---------------------------------|-------------|
|       |                 | Lower Bound                     | Upper Bound |
| 1     | (Constant)      | .269                            | 1.437       |
|       | Centralisation  | -.156                           | .474        |
|       | Distinctiveness | -.331                           | .306        |
|       | Continuity      | .360                            | .875        |

a. Dependent Variable: Variable\_job\_performance



The table above shows the following:

- The morality level of the (F) test indicates that the (sig) value is less than (0.01), which indicates that the simple linear regression model has a moral significance at the level of (0.01).
- The value of the correlation coefficient ( $R=0.873$ ) indicates a strong positive correlation between organisational identity and its dimensions (centralisation, distinctiveness and continuity) and job performance.
- The determination coefficient ( $R^2$ ) indicates that 76.1% of the variation in job performance can be explained by the variation in the level of organisational identity dimensions.
- The value of (T value) refers to the morality of the beta regression coefficient (B), where the calculated semantic level of the (T value) test is 0.85 .

Based on the previous results, the validity of the first and second hypothesis is rejected, as it has not been proven that there is a statistically significant positive correlation relationship between centralisation and distinctiveness as independent variables, and job performance as a dependent variable. As for the third sub-hypothesis, its validity has been accepted as it has been demonstrated that there is a statistically significant positive moral relationship between continuity as an independent variable, and job performance as a dependent variable.

## 4.7 conclusion

This chapter discusses the detailed statistical analysis of the exploratory study results conducted on a sample of individuals. The study focuses on the relationship between organisational identity as an independent variable, represented by its dimensions (centralisation, distinctiveness, and continuity), and job performance as a dependent variable, represented by its dimensions (job commitment, job loyalty, task achievement, and job discipline). Advanced statistical methods, including SPSS and SEM-PLS, were utilised for data analysis. These tools provide robust statistical capabilities to assist in interpreting the data and deriving accurate and reliable results.

Descriptive statistical analysis was conducted to determine the characteristics of the sample, focusing on participants' demographic and professional attributes such as age, gender, years of experience, and educational qualifications. This analysis is essential for understanding the sample and its relevance to the study's objectives.

The analysis extended to examining the relationships between the study's main variables, aiming to highlight the impact of organisational identity on job performance. Additionally, the descriptive analysis offered insights into how the dimensions of organisational identity influence various aspects of job performance within the organisational context.

Inferential analysis focused on verifying the accuracy and reliability of the measurement scales used in the study. A range of advanced statistical methods, including Cronbach's alpha, composite reliability, and the average variance extracted (AVE), was applied. These approaches confirmed the validity and reliability of the tools used for data collection, ensuring robust and credible results.

After confirming the reliability of the measurement tools, the study tested the main hypothesis, which posited a significant relationship between organisational identity and job performance. SEM techniques, such as path analysis, were used to study the impact of the relationship between the independent and dependent variables. Sub-hypotheses were also tested to explore how each specific dimension of organisational identity affects job performance.

The statistical results indicate a strong positive relationship between organisational identity and job performance, emphasising the role of organisational identity in enhancing employee performance levels. The findings provide valuable insights into organisational identity practices necessary to improve job performance in the workplace.

This chapter concludes with recommendations for implementing practical solutions based on the study's results to enhance organisational identity and its dimensions, ultimately improving job performance. These recommendations aim to provide actionable steps for managers and decision-makers to strengthen the organisational environment and align it with strategic goals.

## **Chapter 5: Findings` Discussion and Conclusion**

## 5.1 Introduction

This chapter deals with the recommendations, study's limitations, Future studies, and the conclusion, as follows:

## 5.2 Recommendations

**In light of the study results, the researcher recommends the following:**

- The necessity of raising awareness about the concept of organisational identity and its impact on job performance among employees and management.
- The necessity of encouraging managers to use strategies that strengthen organisational identity, such as promoting shared values and fostering a culture of commitment and loyalty.
- The necessity of providing training programs and resources that enhance employees' understanding of their roles and responsibilities, contributing to improved job performance.
- The researcher suggests that future studies investigate the role of external factors, such as market conditions or industry dynamics, in shaping organisational identity and its influence on job performance.

## 5.3 Study's limitations

**5.3.1 Objectives Boundaries:** the study is limited to stating the reality of management with the first variable **organisational identity** and its dimensions which are, **centralisation, distinctiveness** and **continuity**, and the second variable **job performance** and its dimensions which are, **job commitment, job loyalty, task achievement** and **job discipline**.

**5.3.2 Human Boundaries:** the study is limited to administrators and managers.

**5.3.3 Spatial Boundaries:** the study is limited to geographical scope within any organisations.

**5.3.4 Temporal Boundaries:** the study will be conducted within the course of the 2024 academic.

## 5.4 Future studies

Through the results reached by this study, which showed the close relationship between the organisational identity and its dimensions which are centralisation, distinctiveness and continuity, and the job performance and its dimensions, which are job commitment, job loyalty, task achievement and job discipline, the researcher recommends that others who want to continue studies on the same topics unify these results in work environments and focus on one of the sub-hypotheses and its relationship to the study questions proposed by the researchers.

## Conclusion

This research aimed to study the impact of organisational identity on job performance, providing deeper insights into the relationship between these two variables. By analysing the dimensions of organisational identity, such as centralisation, distinctiveness, and continuity, alongside job performance dimensions like commitment, loyalty, task achievement, and discipline, the study sought to identify how these elements interact to enhance organisational success.

The results revealed a significant relationship between organisational identity and job performance, highlighting that organisations with strong and cohesive identities tend to foster higher levels of employee performance. Specifically, employees in organisations that emphasise professional ethics, innovative ideas, and social responsibility demonstrated greater commitment, loyalty, and task accomplishment. The statistical analysis indicated that the importance level of the dimensions was moderate across most indicators, reflecting room for improvement in both organisational identity practices and employee performance outcomes.

The research also showed that centralisation, distinctiveness, and continuity were crucial in shaping employees' perceptions of their roles within the organisation, while job performance was strongly influenced by the degree of alignment between organisational values and individual employee goals. For example, centralisation helped clarify roles and reduce ambiguity, distinctiveness enhanced pride and loyalty, and continuity reinforced stability and trust. However, moderate results in the statistical findings suggest that organisations must implement more robust strategies to strengthen these dimensions and drive higher job performance.

Based on these results, it is recommended that organisations invest more in cultivating a strong organisational identity by promoting clear communication of goals, fostering innovation, and reinforcing professional ethics. Managers should also prioritise creating a stable and inclusive environment that supports employees' alignment with organisational values. Furthermore, enhancing training programs, providing meaningful rewards, and encouraging collaboration can significantly improve job performance outcomes.

It is also suggested to conduct future studies to evaluate the impact of external factors, such as technological advancements and market competition, on the relationship between organisational identity and job performance. Additionally, exploring other sectors beyond the current research focus, such as healthcare or education, can provide a broader understanding of how these variables interact in different contexts.

In conclusion, this research underscores the vital role of organisational identity in shaping job performance and provides actionable recommendations for organisations to enhance their strategies. By fostering a strong sense of identity and aligning it with performance goals, organisations can achieve sustainable success while creating a more engaged and motivated workforce.

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مع أطيب الأمنيات بالنجاح والتوفيق

It`s Never Too Late to START. Just Begin!

Best of Luck 😊 *Dr. Mona Moustafa Elashry*

