



Dr. Mustafa Koray ERENTÜRK

İstanbul / Türkiye

Citation: Erentürk, Mustafa Koray. (2020). Organizational Identification: Conceptual Development, Individual and Organizational Effects. *Premium e-Journal of Social Sciences (PEJOSS)*, 4(10), 423-428.

ORGANIZATIONAL IDENTIFICATION: CONCEPTUAL DEVELOPMENT, INDIVIDUAL AND ORGANIZATIONAL EFFECTS

ABSTRACT

Today, one of the main problems of organizations is the harmonization of the goals of the employees and their organizations. The concept of organizational identification is defined as the perception of coalescence into one of the employee and his organization. The success or failure of the organization is seen as the success or failure of the employee by high level organizational identified employees. These employees accept the goals, objectives and values of their organizations as the employees' own goals, objectives and values, so all the efforts are made for the success of the organization within this framework. The concept of organizational identification, which affects the benefits of employees and the organization, is accepted as one of the most important issues in the field of organizational behavior. It is considered that knowing the concept of organizational identification and the factors that affect organizational identification or the factors that are affected by organizational identification will be beneficial for organizational behavior field and organizational managers. In this framework, the literature on organizational identification was reviewed, and then the effects of organizational identification at the individual and organizational level were discussed in this study.

Keywords: Identity, Social Identity, Identification, Organizational Identification.

1. INTRODUCTION

Organizations expect employees to be loyal to the goals of the organization and to act responsibly towards achieving the goals of the units. From this point of view, the main task of the managers is not only to ensure that the employees are committed to the goals and values of the organization; It is also to train employees who are identified with the mission of the organization (Miller, Allen, Casey and Johnson, 2000: 626).

The concept of organizational identification is defined as the perception of unity with the organization. Employees believe that the success or failure of the organization is their own success or failure. Employees believe that they will survive as long as their organizations survive. Therefore, employees focus not only on their own interests but also on tasks that will benefit the entire organization. Employees who have achieved organizational identification prefer to be with the organization even in extraordinary situations such as a crisis, since they feel a psychological connection with their organization. Employees will have the opportunity to act more safely in an organizational environment where they feel commitment, and they will work in a more positive perception towards the organization. (Kalmaz, 2018).

2. IDENTITY, SOCIAL IDENTITY AND IDENTIFICATION CONCEPTS

2.1. Identity

Identity can be defined as a person or group's identification and positioning itself among other people or groups, or as all of the features that distinguish an individual or group from others (Bilgin 2007: 11). Identity at the individual level describes the basic existence and basic characteristics of a person (Gioia 1998). In other words, identity includes elements such as basic beliefs and assumptions, values, attitudes, preferences, decision propositions, habits and rules. Identities provide individuals with fixed characteristics that constitute individuals' self. Each identity carried by an individual refers to certain norms and ideas about who the individual is, what is important to the individual, and how he or she performs actions. Identity creates the opportunity to define who the individual is or who is not at the basis of social membership (Scott et al. 1998).

2.2. Social Identity

The concept of identity carries individual and social aspects to the extent that it includes who we are for ourselves and others. Various researchers have tried to express this bipolarity of identity with the distinction between individual identity and social identity. Social identity is the underlying concept of Social Identity Theory put forward by Tajfel and Turner. Tajfel defined social identity as a person's knowledge of belonging to a group and an individual view that includes the values and feelings of belonging to this group (Tajfel 1978: 68). Tajfel defines social identity as "part of a person's social context, which derives from his knowledge or from his membership in a social group or groups, and from his emotional and value attached to that membership" (Tajfel 1978: 63). According to the theory, group membership, which is meaningful for the individual, causes personal identity to be replaced by social identity (Meşe 1999: 19). Social identities not only describe group members but also provide appropriate behavior and specific tactics for those members.

2.3. Identification

According to Jablin, the traditional identification model is a linear process consisting of noticing, participation and identification. In the process of noticing, the individual imagines himself / herself as a member of the organization, With the process of participation, the socialization process begins. At this point, it is a matter of learning the rules and methods of doing business by the individual. In the identification process, the value judgments, goals and beliefs of the organization, that is, the culture of the organization, are internalized by the individual. At this point, identification has now occurred (Polat, 2006)

3. ORGANIZATIONAL IDENTIFICATION CONCEPTS

3.1. Definition of Organizational Identification

Organizational identification can be expressed as "an indicator to what level employees define themselves with the concepts they use in recognizing the organizations they work with" or "the degree to which organization employees define themselves in the same way as organizational characteristics" (Dutton et al. 1994: 240). Ashforth and Mael, who are at the forefront of organizational identification, expressed it as the process of increasing integration and harmonization of the goals of the organization with the goals of the individual (Ashforth and Mael, 1989: 23). In another definition, they expressed it as an individual's state of being with the organization and perceiving the successes and failures of the organization as their own (Mael and Ashforth 1992: 103). Organizational identification occurs when the individual perceives that some aspects of his ego context coincide with the characteristics of the organization. Identification is the "cognitive link

between employee and organization definition” or the overlap between the identity of the organization member and the “cognitive image” structured by the organization (Dutton et al. 1994: 223-240).

3.2. Importance of Organizational Identification

Organizational identification plays an important role in the alignment of individual goals with organizational goals. Solving this problem will also mean that management science has made an important step in the point it has reached since its birth. On the other hand, organizations aiming to survive in the uncertain and chaos environment of the future will need to retain qualified workforce with different characteristics, skills and knowledge. The strategies that organizations should follow in order to retain this qualified workforce gain importance in this context. In this context, it is stated that organizations have to implement control systems that ensure high level employee identification against today's uncertainty environment. In this context, today's organizations want to work with employees who are identified with their organizations in order to achieve their long-term goals. It can be stated that one of the reasons for this is to achieve long-term goals with minimum personnel cost in overcoming the efficiency problem (Dutton et al.1994: 260).

3.3. Factors Affecting Organizational Identification

In March and Simon's studies (1975: 75), the main factors affecting the identification with the group are the perceived degree of shared goals, the frequency of interaction, the number of individual needs met within the group, the perceived reputation of the group, and the intensity of intra-group competition. According to March and Simon (1975: 74-75), there is a direct proportion between the perceived reputation of the group, the degree to which the goals are perceived by the group members, the frequency of interaction with the group members, the number of individual needs met within the group and organizational identification. The excess of these factors also increases organizational identification. Besides, there is an inverse proportion between the intensity of competition with group members and organizational identification.

In studies on organizational identification, the relationship between some demographic variables and the organizational identification levels of individuals was researched. In this context; The effects of gender, age, education level, organizational and professional seniority, status and status seniority, salary received, number of workplaces previously worked and permanent / temporary employment in a workplace on the level of organizational identification were researched. Perception of organizational justice, organizational commitment, autonomy in business life, identification with the profession, perceived work-based social support, leader / leadership, perceived external prestige (image) and the perception of organization's difference, career development and success opportunity, respect, size of the group, socialization tactics, proactive behaviors and newcomers' learning, communication, use of organizational uniforms, attractiveness of perceived organizational identity, organizational trust, intra-organizational rivalry, organizational cynicism, alienation, pride in the group, inter-group relationship, resource use / reward, threat to the group, effectiveness of the work were determined as the factors affecting organizational identification (Polat, 2006).

4. INDIVIDUAL AND ORGANIZATIONAL EFFECTS OF ORGANIZATIONAL IDENTIFICATION

4.1. Individual Effects of Organizational Identification

Positive organizational identification decreases the turnover rate of the workforce, decreases the level of group conflicts, increases employee harmony, motivation, participation and job satisfaction.

Previous studies have stated that positive organizational identification is positively associated with low labor turnover, decreased intergroup conflict, employee adjustment, motivation, job satisfaction and attachment. Members who strongly identify with the organization become more loyal and coherent by accepting the goals of the organization as their personal goals. The job performance of the identified individuals is also increasing (Dutton et al. 1994: 239-263).

Wegge et al. (2006: 60-83) stated that employees with high levels of organizational identification have less health complaints than those with a low level of identification. In addition, they stated that the burnout levels of employees with high levels of organizational identification were lower than those with a low level of identification.

In the study conducted by Lee (1971: 213-226), it was found that organizational identification has a positive effect on positive attitudes towards work, cooperative behavior, efficiency, productivity and orientation towards organizational goals.

In the study conducted by Bamber and Iyer (2002: 21-38), it was found that employees with high levels of organizational identification experience less organizational-professional conflict. In addition, it was stated that employees with a high level of organizational identification have better relations with their colleagues, management and managers.

4.2. Organizational Effects of Organizational Identification

The researches identified in the literature and the results obtained from these studies are presented below.

In the research conducted by Dick and Wagner (2002: 129-149), it was found that individuals identified with the team also exhibit high levels of organizational citizenship.

In the study conducted by Lee (1971: 213-226), it was found that employees with a high level of organizational identification have high emotional commitment, low intention to quit, and a low turnover rate in the organization.

As a result of the study of Knippenberg et al. (2007: 457-477), it was found that organizational identification negatively affected absenteeism at work. In their study, Tyler and Blader (2001: 207-226) found that identification has a positive relationship on cooperative behaviors.

Dick et al. (2002: 171-191) found a positive relationship between organizational identification and organizational climate. Accordingly, the organizational climate is also positively affected in organizations with high levels of individual, professional, group and organizational identification.

Hall et al. (1970: 176-190) stated in their study that the motivation and performance of the employees with a high level of organizational identification were also high.

5. CONCLUSION

According to the results of the researches in the literature, it can be said that organizational identification affects a lot of individual factors such as; intention to quit, leader perception, job satisfaction, health complaints, burnout, alienation, cooperative behaviors, positive responses to work, productivity, creativity, orientation towards organizational goals, conflict, communication, and the individual's compliance with the organization. Organizational identification has not only individual affects but also organizational affects that concern the organization and can be expressed as meaningful for the organization. Variables considered within the scope of organizational affects are; organizational citizenship behavior, organizational commitment, resistance to change, employee turnover, loss of employment and absenteeism, financial assistance to the organization,

encouragement of others to participate in the organization, conflict with other groups, customer satisfaction, participation in organizational activities, continuous improvement effort, customer orientation, organizational climate, motivation, performance, and satisfaction with the manager (Polat, 2006).

REFERENCES

- Ashforth Blake. E. ve Mael, F. (1989). Social identity theory and the organization, *Academy of Management Review*, 14(1), ss. 20–39.
- Bamber, E.M. ve Iyer, V. (2002). Big 5 Auditors' Professional and Organizational Identification, *Auditing; A Journal of Practice & Theory*, Vol.21, Issue:2, 21-38.
- Bilgin, N. (2007). *Kimlik İnşası*. İzmir: Aşınakitaplar.
- Dick R.V. ve Wagner, U. (2002). Social Identification Among School Teachers: Dimensions, Foci and Correlates, *European Journal of Work and Organizational Psychology*, 11 (2), ss. 129–149.
- Dutton, J. E., J.M. Dukerich ve Harquail, C.V.. (1994). Organizational Images and Member Identification, *Administrative Science Quarterly*, 39(2), ss. 239–263.
- Gioia, D. A. (1998). From Individual to Organizational Identity, *Identity in Organizations: Developing Theory through Conversations*, ed. D.A.Whetton and P.C.Godfrey, Thousand Oaks, CA: Sage, ss. 17-31.
- Hall, D.T., B. Schneider ve Nygren, H.T. (1970). Personal Factors in Organizational Identification, *Administrative Science Quarterly*, 15, ss. 176-190.
- Kalmaz, P. E. (2018). Örgütsel güvenin örgütsel özdeşleşme ve mesleki özdeşleşme üzerine etkileri hakkında bir araştırma. Doktora Tezi. Denizli, Pamukkale Ünivetsitesi.
- Knippenberg, D.V. R.V. Dick ve Tavares, S. (2007). Social Identity and Social Exchange: Identification, Support, and Withdrawal From the Job, *Journal of Applied Social Psychology*, 2007, 37, 3, ss. 457–477.
- Lee, S.M. (1971). An Empirical Analysis of Organizational Identification, *The Academy of Management Journal*, 14(2), ss. 213–226.
- Mael, Fred A. ve Ashforth, B. E. (1992). Alumni and Their Alma Mater: A Partial Test of the Reformulated Model of Organizational Identification, *Journal of Organizational Behaviour*, 13(2), ss. 103-123.
- March G.J. ve Simon, H.A. (1975). *Örgütler*, cev. Omer BOZKURT ve Oğuz ONARAN, TODAİE Yayınları, Sevinc Matbaası, Ankara.
- Meşe, G. (1999). *Sosyal Kimlik ve Yaşam Stilleri*, Ege Üniversitesi Sosyal Bilimler Enstitüsü (Yayımlanmamış Doktora Tezi), İzmir.
- Miller, V. D., Allen, M., Casey, M. K., and Johnson J. R. (2000). Reconsidering the organizational identification questionnaire. *Management Communication Quarterly*, 13, 626- 658.
- Polat, M. (2009). *Örgütsel Özdeşleşmenin Öncülleri Ve Ardılları Üzerine Bir Saha Çalışması*. Doktor Tezi. Bursa: Uludağ Üniversitesi.

Scott, C.R., S.R. Corman ve G. Cheney (1998). Development of Structural Model of Identification in the Organization, *Communication Theory*, 8:3, ss. 298-336.

Tajfel, H. (1978). "Social categorization, Social Identity and Social Comparison", *Differentiation Between Social Groups: Studies in the Social Psychology of Intergroup Relations*, ed. H. Tajfel, London, Academic Press, ss. 61-76.

Wegge, J., R.V.Dick, G.K.Fisher, C.Wecking ve Moltzen, K. (2006). Work Motivation, Organizational Identification and Well-Being in Call Centre Work, *Work&Stres*, March 2006, 20(1), ss. 60-83.

Wiesenfeld, B.M., S. Raghuram ve R. Garud (2001). Organizational Identification Among Virtual Workers: The Role of Need for Affiliation and Perceived Work-Based Social Support, *Journal of Management*, 27, ss. 213-229.