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## Examining Organizational Identification across Demographics among Corporate Sector Employees in India

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### Abstract

The extent to which an employee believes that he is a member of the organization he works in is referred to as organizational identification; it is an important concept to understand organizational psychology. The present study attempts to examine this concept with reference to demographic variables. The data for the study is collected from 499 employees of corporate sector. The data are analysed through application of t-test and ANOVA. The findings and results are elaborated in the study.

**Keywords:** Organizational identification, age, gender, tenure, qualification, family type, annual income, demography.

### Introduction

Social identity theory was postulated by Tajfel & Turner, (1979), which stated that people develop a dimension of their self-concept through identifying themselves with certain social groups. This social identification provides the individual with a sense of belongingness, purpose, self-worth and identity. The process of identification begins by creating different categories among people pertaining to a social set-up like they may be categorized on the basis of caste, colour or religion or their occupation like student, clerk etc. this categorization somewhere aids the individual to understand the characteristics of the social group. As individuals sort themselves as affiliates of a particular group, they accept the distinctiveness of that group thus viewing themselves through group characteristics and adopt its standards, ideals, and behaviour. Moving towards the third stage the comparison with other social groups begin, this comparison leads to in-groups and outgroups. This can lead to strong affiliations as well as to some negative ties.

With this background and foundation, the theory moved towards organizational set-up and led to origin of concept of organizational identification (OI). OI refers to the psychological bond between the employee and the organization, it can be used to understand various workplace attitudes and behaviours. Researches have suggested that a strong level of OI can lead to the formation of strong ties with organization thus making it difficult to leave for employees (Cheney, 1983b; Ashforth and Mael, 1989; Dutton *et al.*, 1994; Rousseau, 1998; Elsbach, 1999; Van Dick, 2001; Van Knippenberg and Van Schie, 2000; Whetton and Godfrey,

1998) [4, 1, 6, 16, 7, 21, 25].

Kelman (1958) defined identification as “identification is a self-defining response, set in a specific relationship”, and that an individual ‘accepts influence because he wants to establish or maintain a satisfying self-defining relationship to another person or group’ (p. 52) which focuses on defining individual’s self-concept. Then Brown (1969) [3] goes on to suggest that a measure “must include four aspects of involvement: attraction to the organisation, consistency of organisational and individual goals, loyalty, and reference of self to organisational membership” (p. 349). An individual’s social identity is the “knowledge of his membership of a social group (or groups) together with the value and emotional significance attached to that membership” (Tajfel, 1978, p.63) [20].

### Review of Literature

#### Organizational Identification

Ashforth & Mael (1989) [1] stated that when the employees feel oneness with their organization in which they work they tend to have organizational identification. OI tends to have organizational outcomes such as on performance.....Various meta-analytic studies have confirmed the impact of OI on performance (van Knippenberg & van Schie, 2000; Riketta, 2005) [22, 15]. Walumbwa *et al.* 2011 [24] found that OI has a positive effect on task performance as well as job performance.

Madjar *et al.* (2011) [12] found a positive effect of OI on employee creativity. Brammer *et al.* (2015) [2] found that corporate social responsibility has a positive effect on OI and

creativity of employees thus shaping the positive outcomes for the organization. Hui *et al.* (2021) <sup>[9]</sup> found that OI significantly impacts the creativity of millennial employees. Ma *et al.* (2022) <sup>[11]</sup> identified that OI affects work engagement, which helps in promoting, employee outcomes such as intention to stay, job performance and creativity. Shen *et al.* (2014) <sup>[17]</sup> conducted a study on subordinate-supervisor dyads working in an organization in China, they found that organizational identification mediates relationship of perceived organizational support and turnover intentions as well as work performance and organizational citizenship behaviour. Gomes *et al.* (2022) <sup>[8]</sup> highlighted that OI comes out to be as a mediator between the relationship of responsible leadership and organizational commitment as well as work engagement.

### Organizational Identification and Demographics

Stewart & Garcia-Prieto (2008) <sup>[18]</sup> conducted a study to understand the demography for work-group identification in which they found that the relationship between racial dissimilarity and member communication behaviours is moderated by racial identification of white people.

Volkova & Chiker (2020) <sup>[23]</sup> worked on demography of an organization for OI they found that tenure of an employee is important in shaping the OI. Secondly, they revealed that women are more psychologically attached with their organization and have higher level of OI.

Rawski & Conroy (2020) <sup>[14]</sup> found that OI predicts a variance in participation of employees in different types of training programs such as diversity training, diversity training-related organizational citizenship behavior.

The primary objective of the study was to understand organizational identification across demographics such as gender, marital status and family type in organization among service sector employees in India.

### Methodology

The data was collected from 499 corporate sector employees working in different organizations in India. The sample was collected by using convenience sampling method. The collected data were analysed using SPSS version 21 by applying t-test. Using the ten items scale created by Mael and

Ashforth, (1992) <sup>[13]</sup> for organisational identification. Some of the statements were "When someone criticises my organization, it feels like a personal insult" and "When I talk about my organization, I usually say we instead of they." Overall, Mael and Ashforth's (1992) <sup>[13]</sup> scale was chosen for organizational identification is appropriate to use because it is unidimensional, valid, reliable, and adaptable. It focuses on the cognitive construct of organizational identification, which is an important aspect of organizational relationships. The data were measured on 5-point Likert scale.

**Table 1:** Demography of the Sample

Demographic Variables	Categories	Frequency	Percentage (%)
Gender	Male	336	67.2%
	Female	163	32.8%
	Total	499	100.0
Marital status	Married	312	62.6%
	Unmarried	187	37.4%
	Total	499	100.0
Family Type	Joint	247	49.4%
	Nuclear	252	50.6%
	Total	499	100.0

*Source: Primary Survey*

### Data Analysis

*Examining Organizational Identification across gender, marital status and family type among service sector employees*

For this purpose, OI as variable was examined across the demographic variable namely gender, marital status and family type, compared with the help of t-value. Table 1 highlights the details;

The following hypothesis were formulated;

**H<sub>1</sub>:** *There is no significant difference in OI among employees on the basis of gender.*

**H<sub>2</sub>:** *There is no significant difference in OI among employees on the basis of marital status.*

**H<sub>3</sub>:** *There is no significant difference in OI among employees on the basis of family type.*

**Table 2:** Difference in Organizational Identification across Gender, Marital status & Family Type

Organizational Identification	N	Mean	SD	t-value	p-value (sig. 2-tailed)	Mean Difference	Hypothesis
Gender	Male	336	5.2683	1.72	.864	.00900	H <sub>1</sub> Accepted
	Female	163	5.2593				
Marital Status	Married	312	5.2077	1.94	.203	.15414	H <sub>2</sub> Accepted
	Unmarried	187	5.3618				
Family Type	Joint	247	5.2898	0.99	.322	.04857	H <sub>3</sub> Accepted
	Nuclear	252	5.2413				

*Source: SPSS output*

The results depicted in table 2 are based on equal variances not assumed. Table 1 demonstrates that the results of t-test across gender were insignificant ( $p > 0.05$ ) toward organizational identification. The mean score for male respondents for OI is (Mean=5.2683, SD = .57229,  $t = 1.72$ ,  $p = .864$ ), which is higher than the mean scores for female respondent regarding OI is (Mean=5.2593, SD = .49426,  $t = 1.72$ ,  $p = .864$ ). However, the difference is insignificant. Hence, the hypothesis H<sub>1</sub> was accepted portraying that there is no difference between male and female employees regarding

their perception towards OI.

The table 2 reveals that there is no significant difference between unmarried and married employees for organizational identification as p-value is greater than .05 which is .203. The mean value of unmarried respondent for OI (5.3618 with SD= .59882) which is higher than the mean of married employees for OI (5.2077 with SD= .50496). Thus, accepting the hypothesis H<sub>2</sub>.

The table 2 shows the result of t-test from the perspective of family type of respondent. The result revealed that there is no

significant difference that exists among joint family and nuclear family respondents regarding the organizational identification as the p value is greater than .05 which is .322. The mean value of joint family for OI (5.2898 with SD=.57868) and for nuclear family OI it is (5.2413 with SD=.51306). The hypothesis H<sub>3</sub> is thus accepted.

## Conclusion

The paper examines various hypotheses relating to gender, marital status and family type. Hypotheses were framed separately for all the demographic dimensions taken for the study. Finally, t-Test was applied, the results of the tests highlighted that there was no difference in any of the demographic dimension. Both male and female employees did not show any significant difference regarding their perception for OI. Similarly, their marital status did not have any impact on their perception towards OI. The study concluded that irrespective of difference in demography of the employees their perception towards OI is not significantly different.

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