

IMPACT OF ORGANIZATIONAL IDENTIFICATION ON THE PERFORMANCE OF FACULTY MEMBERS, EVIDENCE FROM JORDANIAN UNIVERSITY

Dr. Faraj Harahsheh¹, Bilal Sakarneh², Moath Al Mousa³

¹Head of Department of Business Administration, Isra University, Amman, Jordan, faraj.harahsheh@iu.edu.jo

²Dean of Business college, Isra University, Amman – Jordan, bilal_sakarneh@iu.edu.jo

³Isra Universtuy, Amman-Jordan, moathhamash@yahoo.com

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Abstract

This study aims to identify the organizational identification dimensions (loyalty, similarity and membership) and its impact on the performance of faculty members at Isra University/Jordan, in order to expand knowledge in this field, descriptive analysis and statistics methods have been applied for this research. The study population consisted of all faculty members working at Isra University (236) members. The study sample consisted of (170) members, (153) questionnaires received and subjected to statistical analysis, the result showed that the attitudes of the study sample towards the level of organizational identification at Al-Isra University are positive with high degree, and the attitudes of the study sample towards the performance level of the faculty members are positive and high. In addition, there is a statistically significant impact of organizational identification (similarity and membership) on the performance of the faculty members, and there is no significant impact of organizational identification (loyalty) on the performance of the faculty members. The study recommended strengthening the faculty members affiliation with their university, and the university administration works to achieve the conformity of the goals of the faculty member with his university, also the university administration offers better benefits to faculty members, and improving their incentives, salaries and wages.

Keywords: Organizational identification, performance, Isra University

1. INTRODUCTION

Organizational identification is one of the concepts that have appeared in the literature of organizational behavior since the end of twenty century, many researchers and academics have been interested in it. The results of studies have shown that organizational identification provides many advantages for the organization, the most important of these advantages is improving and increasing the performance of workers and working to achieve compatibility between the aspirations of the individual and himself. Also, increases the level of individual ambition, enhances belonging and loyalty to the organization, reduces work turnover, satisfaction of job performance, as well as achieves organizational effectiveness, and efficiency. Many employees in the organizations suffer from the weak connection between workers with their organizations and jobs (Yurchisin, 2006). Organizational identification increases the employee's connection with organization, enhance the values, matching with justice, trust and authenticity based on mutual respect, job specifications with job occupants, and harmonizing between the requirements of the individual and requirements of the organization (Al-Maghrabi, 2012). The employees performance in the organization is the basis in achieving the goals of organizations, organizations in order to achieve their goals, they must give great attention to studying the behavior of employees individuals, groups and organizations, also the relationship between the employees and the organization becomes one of the important elements for the organization effectively and exploiting its human resources to obtain sustainability, survival and achieve its competitiveness. (Cherian&Jaco, 2013). The success of organizations depends on achieving their goals, mainly related to human resources, whether with ideas or practices that they carry out, most schools and intellectual trends see that performance is the focus of the organization success. Organizational identification is considered one of the modern concepts in management science that emerged to treat many of the organizations, success, problems and employee performance. This study test the availability of organizational identification and its impact on faculty members at Isra University/Jordan.

STUDY PROBLEM

The concept of organizational identification is considered one of the most important issues that do not receive sufficient attention in some organizations, and the absence of organizational identification leads to weak compatibility between the values of the organization and employees, then organizations are looking for achieving the required performance in terms of quantity and quality, it has become a consensus identity of employees with organizational culture, concepts and values, organizational identification becomes a prerequisite for the success of organizations. Organizational identification clarifies the relationship between faculty members and the university, also the basis of the complementary and similarity of goals between them, matching with the concepts and values of the university, as well as matching the goals of the faculty members with the goals of the university. This study attempts to investigate the availability of organizational identification at Isra University. The problem of the study is represented in answering the following question: What is the impact of the organizational identification on the performance of faculty members at Isra University Jordan?

STUDY HYPOTHESES

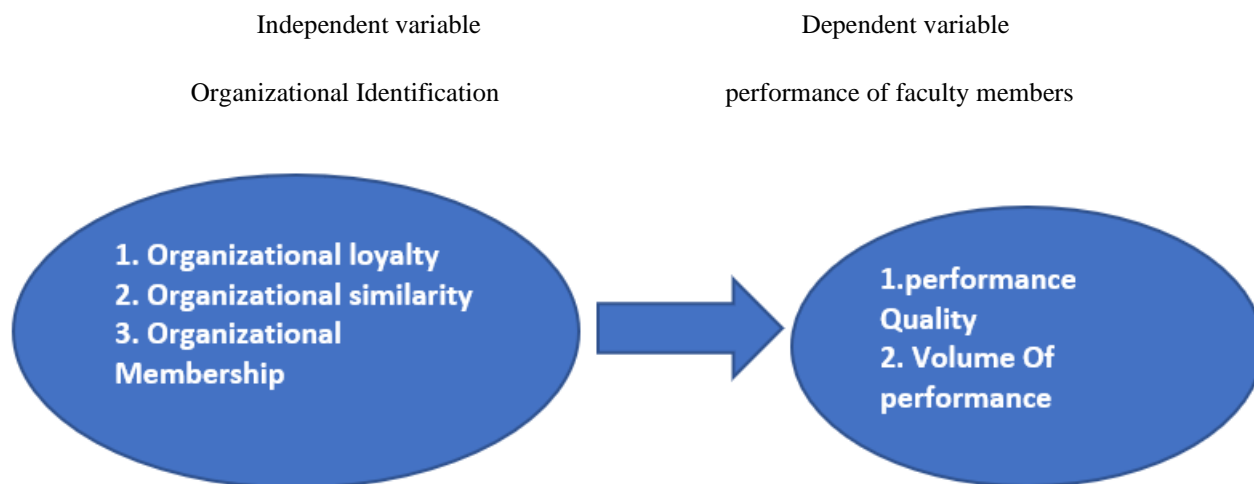
Main hypothesis: There is no significant impact of organizational identification dimensions (loyalty, similarity, membership) on the performance of faculty members (performance quality, volume of performance) at Isra University/Jordan.

The sub-hypotheses:

The first hypothesis: There is no significant impact of organizational identification dimensions (loyalty, similarity, membership) on the performance quality of faculty members at Isra University/Jordan.

The second hypothesis: There is significant impact of organizational identification dimensions (loyalty, similarity, membership) on the performance volume in faculty members at Isra University/Jordan.

STUDY MODEL



(Sidorenleoy,2020)&(Cheng,2007) & (Miaoa,et al,2019) & (Pham,2020)&

2. LITERATURE REVIEW

Performance:

The concept of performance is the outputs and goals that the organization seeks to achieve through its employees, and therefore it is a concept that reflects each of the goals and the means necessary to achieve them (Halawa, 2015)

Dimensions of Employees Performance:

A. Quality of performance.

It is aimed at bringing about fundamental changes in human development that achieve ambitions in regulating work outputs, raising production efficiency and increasing competitive capabilities, which ultimately leads to a real contribution to the process of crystallizing and forming human capital in various field . (Saab at el, 2018)

B Volume Of performance:

It means the amount of physical or mental energy that the individual exerts at work during a certain period of time, as well as the speed in performing the work, as it means the volume of work done and this should not exceed the capabilities of individuals and at the same time not less than their abilities and potentials. (Martory, 2003)

Important of organizational identification in performance:

Identification provides a key for understanding organizing practices, the individual–organization relationship, and the construction of selves. “Organizational identification” refers to the creation, maintenance, and modification of links between individuals and organizations, and the conception of the self that defines the person’s position in the social order (Cheney 1983a; Scott et al. 1998). Identification scholarship builds on the conception of personal identity in which we create selves, distinctions from others, in social settings comprised by variety of social groups. Identification is the process by which an identity is constructed, but the links actors form are simultaneously guided by their pre-existing personal and social identities. Conceptions of these individual–organization links mark an important distinction between three versions of identification theorizing. .(Pratt 1998).(Rasheed, 2003, 31-32) said the importance of organizational identification are: Work to increase commitment, regularity, performance and motivation , reduce conflict and contradiction, increasing the degree of loyalty and activating cooperation between employees in the organization, the psychological connection between workers as a team and their fate, It makes employees feel job satisfaction. Improving their performance and increasing their effectiveness and efficiency in performing their duties. Improving the position of the organization in society and highlighting its advantage. .

Organizational identification: The concept of organizational identification refers to the similarity of values, goals and desires of the workers and the organization, and the compatibility of the goals of the individual with the goals of the organization. . (Johnson, Johnson & Heimberg, 1999), (Cheney and Tompkins (1985) Said organizational identification employees reshape their self-concepts to match with the concepts and values in the organization. Dimensions of organizational identification:

A. Organizational loyalty:

The extent of the workers to support the organizations and enthusiasm for achieving and defending its goals and simulating the behavior of other members. (Cheney and Tompkins, 1985)

B. Organizational similarity:

The characteristics that individuals share with their work group outweigh those common with the organization in terms of actual work, direct interaction, personal preferences, although the composition of the work group may greatly affect the degree of perceived similarity between the individual and the group to which he belongs. (Rushaid, 2003).

C. Organizational membership: It is the force to support the activities, goals and mission of the organization, as it is based on the availability of members who can add new ideas, and aims to seek for attracting more members. (Al-Bashabsha, 2008)

Benefits of organizational identification: (Al-Ghazali, Al-Khuzai, 2016) referred to the benefits of organizational identification for the individual and the organization as follows:

A. Organizational identification provides organizations with many benefits such as commitment, motivation, performance and organizational citizenship.

B. Reducing friction and conflict.

C. Contributes to increasing the degrees of loyalty, commitment, and cooperation.

D. Enhancing self-esteem and affiliation.

Previous studies

Study Hameed, et al (2021) The Impact of Human Resources Environment and Organizational Identification on Employees' Psychological Well-Being. This study explores how Human Resources (HR) environment (job autonomy, opportunities for advancement, involved communication, and decisive action) promotes psychological well-being of public employees. We advance the literature by identifying organizational identification (OID) as the underpinning mechanism through which HR environment can foster employees'. The results of structural equation modeling show a positive association among HR practices and OID. Study Yun, et al (2021) The Interactive Effect of Organizational Identification and Organizational Climate on Employees'. This paper explored why employees' taking charge behavior occurs in organizations from a multilevel approach, and explored the cross-level interactive effect of organization-level factor (organizational justice climate and psychological safety climate) and individual-level factor (organizational identification) on employees' taking charge behavior. Using a total of 806 valid matching questionnaires from 91 firms in China, this study found that first, organizational identification is positively related with employees' Second, distributive justice climate positively moderates the influence of organizational identification on employees' taking charge behavior. -Study Mseel (2021) Organizational identification Leadership Styles of School Principals of Post basic education and Their Relation to Teacher Burnout in Al Batinah Governorate. This study aimed to activate organizational identification Leadership Styles of School Principals of Post basic education among workers in regional administrations Education in the country of Kuwait, The article used the questionnaire as a main tool for collecting information and data from the sample. The sample consisted of (300) working in the regions, the study reached several results, the existence of a positive effect of organizational identification on workers in educational areas in the country of Kuwait, and there are significant differences in organizational identification and the total degree depending on the educational qualification variable, age, and number of years of experience. -Study Rujnan (2019) The Effects of Organizational Identification and Organizational Cynicism on Employee Performance among Nurses. This study was conducted to determine the effects of organizational identification and organizational cynicism on employee performance among nurses. The data were collected from 215 nurses working at different units in four hospitals in Istanbul. The results: there is a positive relationship between organizational identification and employee performance and a negative relationship between organizational cynicism and performance. Study (Ting & Ho (2017) Studying the effect of organizational Identification on job performance: This is applied in the University of Science and Technology in Southern Taiwan. The research was conducted on a sample of (296) faculty members. , the research identified the dimensions of organizational identification (loyalty, similarity, membership), and also identified the dimensions of job performance (task completion, interpersonal interaction, and evaluation), the researchers concluded that there is a positive effect of organizational symmetry on job performance..

Distinguishes study from the previous studies

this study is distinguished from its predecessors in that it was conducted on an important sector, which is the universities, where Al-Isra University of Jordan was chosen. we selected three dimensions of organizational identification (organizational loyalty, organizational similarity, organizational membership) that do not exist in previous studies except study (Ho & Ting, 2017), the researchers chose two important dimensions of performance (performance quality, volume of performance), and all the faculty members were selected as a sample for the study, which will therefore be reflected in the results of the study. Also most of the articles agreed that there is a relationship and a positive effect of organizational identification on performance, and the organizational identification play important role in achieving performance.

3. METHODOLOGY

In this paper we are going to examine the organizational identification dimensions (loyalty, similarity and membership) and its impact on the performance of faculty members at Isra University/Jordan, The study population consists of (236) faculty members working at Al-Isra University for the academic year 2020/2021, and their number is (236) faculty members from various specializations. We selected a random sample of (218) faculty members (50%) of the total study population of (236) members.

4. RESULTS AND DISCUSSION

Demographic

Table 1 personal characteristics of faculty member

Variable		Number	percent
Gender	Male	99	60.1%
	Female	59	39.9%
Age	Less than 30 years	4	2.7%
	From 30 - less than 40 years	46	31.1%
	From 40 - less than 50years	55	37.2%
	Above 50 years	43	29.1%
Experience	Less than 5 years	32	21.6%
	From 5 - less than 10 years	39	26.4%
	From 10- less than 15 years	32	32.6%
	15 - less than 20 years	24	16.2%
	Above 20 years	21	14.6%
Qualification	phd	120	81.1%
	Master	28	18.9%
Job level	Dean	11	7.4%
	Department head	17	11.5%
	Faculty member	120	81.1%
Total		148	100%

Table 1 explains the sample personal characteristics of faculty member in Isra university (gender, age, experience qualifications and Job level).with regard to gender, the majority of the answers were males (60.1%), and the ages most of the faculty members from (40 - less than 50 years) (37.2%). For the experience the majority was from (5 - less than 10 years), for the qualifications, the majority (81.1%) have PhD degree, and Job level the majority was faculty members (81.1%).

B.Mean and Standard Deviation: The means and standard deviation according to Likert's highest and lowest indications were used, we see the altitudes for the organizational identification variable (organizational loyalty, organizational similarity, and organizational membership) is positive with high degree. The organizational loyalty arithmetic average reached (4.41), this mean that the faculty member's loyalty to the university was high degree, the arithmetic averages of the dimensions of organizational similarity was high with (4.26), As for the organizational membership dimension reached (4.24) with high

degree, the altitudes of study sample toward the performance variable (performance quality, volume of performance) is positive with high degree and reached (4.44), and this value indicates that the outputs of the faculty members are characterized with high quality, and the faculty member performs the tasks required of him on time and in a correct manner, and as for the volume of the performance, the arithmetic average has reached (4.37). This value indicates the faculty members complete the required work on time and without delay.

Table (2): Matrix of correlations between study variables

Organizational Loyalty, Organizational Similarity, Organizational Membership, Quality of Performance, Volume of Performance.

	Organizational Loyalty	Organizational Similarity	Organizational Membership	Quality of Performance	Volume of Performance.
Organizational Loyalty	1				
Organizational Similarity	**0.350	1			
Organizational Membership	**0.398	**0.421	1		
Quality of Performance	**0.373	**0.481	**0.356	1	
Volume of Performance.	**0.237	**0.353	**0.371	**0.540	1

It is clear from Table (2) the matrix of correlations between the independent and dependent variables of the article, and all the values were significant at the level (0.01), where the largest correlation value between the two variables was the quality of performance and the volume of performance, as the value of the Pearson correlation coefficient was (0.540) The lowest correlation value was between the two variables are the size of performance and organizational loyalty, the value of the correlation reached (0.237), and the correlations between the independent variables, it is clear that all the correlations are medium strength, and it was confirmed that there were no co-linear plurality problems among the independent variables, where all values were less than (0.80).

Testing hypotheses

The researcher tested the study hypotheses through simple and multiple linear regression test, where the main hypothesis was tested using simple linear regression, which included the independent variable on the dependent variable, and then a multiple linear regression test was conducted for each dimension of the independent variable on the dependent variable

Main Hypothesis Test

There is no statistically significant impact of organizational identification dimensions (loyalty, similarity, membership) on the performance of faculty members (performance quality, volume of performance) at Isra University/Jordan.

Table (3) testing independent variable Organizational identification

Variable	R	R ²	F Value	Sig	Beta	Standard error	T	Sig
Constant	0.538	0.289	59.464	0.000	2.188	0.289	7.565	0.000
Organizational identification					0.516	0.067	7.711	0.000
Significance level (0.05)								

Table (3) indicates the results of the main hypothesis, the value of the correlation between the independent variable organizational identification and the dependent variable performance of faculty members (0.538), and the value of the coefficient of determination was (0.289), this value indicates that the change in the dependent variable amounting to (28.9%) is caused by the independent variable, and the calculated F value was (59.464) and the probability value was (0.000), meaning that the probability value is less than the level of statistical significance at the level (0.05), and therefore the regression model can be judged as significant, and to know the effect of the independent variable organizational identification on the dependent variable performance of the faculty members. The value of the beta regression coefficient was (0.516), meaning that the effect is strong and positive. To know the significance of this effect, the t-test and the probabilistic value of this test were used. The decision rule for this test states "if the calculated t value is greater than the critical or tabular value which is 1.96, and the probability value is smaller than the level of statistical significance at the 0.05 level, so the researcher can reject the null hypothesis and accept the alternative hypothesis. There is a statistically significant impact of organizational identification on the performance of faculty members at Al-Isra University.

The first sub-hypothesis: There is no significant impact of organizational identification dimensions (loyalty, similarity, membership) on the performance quality of faculty members at Isra University/Jordan.

Table (4) testing the first sub-hypothesis:

Variable	R	R ²	F value	Sig	Beta	Standard error	T	Sig	
Constant	0.539	0.291	19.705	0.000	1.774	0.357	4.964	0.000	-
loyalty					0.187	0.075	2.512	0.000	Rejection
similarity					0.332	0.073	4.525	0.000	Rejection
membership					0.102	0.065	1.560	0.121	Rejection
significance level (0.05)									

Table (4) refers to the multiple linear regression to test the sub-hypothesis in order to know the impact of the independent variable organizational identification with its dimensions (organizational loyalty, organizational similarity, organizational membership) on the dependent variable the performance quality, and given the value of the correlation coefficient R, it was found that (0.539) This value indicates a relationship between the independent variables and the dependent variable, and the value of the coefficient of determination R² was (0.291), and this value shows the explanatory power of the independent variables in the dependent variable, and therefore (29.1%) in the change in the dependent variable is caused by the independent variables combined. The calculated F value was (19.705) and the probability value was (0.000) and this value indicates that the

regression model is significant and statistically significant, as the regression equation is not equal to zero and that there is at least one statistically significant variable in the regression model, and therefore the null hypothesis was rejected and the alternative hypothesis was accepted, There is a statistically significant impact of organizational identification dimensions (loyalty, similarity, membership) on the performance quality of faculty members at Isra University/Jordan.

The Second sub-hypothesis: There is no significant impact of organizational identification dimensions (loyalty, similarity, membership) on the performance volume of faculty members at Isra University/Jordan.

Table (5) testing the second sub-hypothesis:

Variable	R	R ²	F Value	Sig	Beta	Standard error	T	Sig	
Constant	0.433	0.187	11.076	0.000	85	0.344	7.518	0.000-	-
loyalty					0.049	0.072	0.678	0.499	Accept
Similarity					0.188	0.071	2.666	0.009	Rejection
Membership					0.183	0.063	2.923	0.004	Rejection
significance level (0.05)									

It is clear from the results in Table (5) the value of the correlation coefficient reached (0.433) and the value of the coefficient of determination (0.187). The value of the coefficient of determination indicates that the change in the dependent variable amounting to (18.7%) is caused by the contribution of the independent variables to the dependent variable, while the rest is due to other factors, and to know the statistical significance of the regression model with all its variables, the calculated F value was (11.076) and the probability value was (0.000), and this indicates that the regression model is statistically significant, and to know the effect of each independent variable on the dependent variable the volume of performance, the results were as follows:

1- The value of the beta regression coefficient for organizational loyalty was (0.049), and this value indicates that the effect was weak, and the calculated t-value was (0.678), meaning that this value is smaller than the tabular value (1.96) and the probabilistic value was (0.499), meaning that it is greater than the level of significance at the level (0.05), and therefore organizational loyalty does not have a statistically significant effect on the volume of performance, the result we accept the hypothesis there is no statically significant impact of organizational loyalty on the performance.

2- The value of the beta regression coefficient for organizational similarity was (0.188), and this value indicates that the effect was positive and that the effect was medium, and the calculated t-value was (2.666), meaning that this value is greater than the tabular value (1.96) and the probabilistic value was (0.009), meaning that it is smaller than the level of significance at the level (0.05), and therefore the organizational similarity has a statistically significant effect on the volume of performance, that is, the null hypothesis was rejected and the alternative hypothesis was accepted. There is statically significant impact of organizational similarity on the performance.

3- The value of the beta regression coefficient for the impact of organizational membership on the volume of performance is (0.183), and this value indicates that the effect of organizational membership on the volume of performance was positive and the calculated t-value was (2.923). When comparing this calculated value with the tabular value equal to (1.96), the calculated value is greater than the tabular value and the probability value was (0.004), that is, it is smaller than the level of statistical significance at the level (0.05), and therefore the null hypothesis was rejected and the alternative hypothesis accepted, with a statistically significant impact of organizational membership on the volume of performance.

5. CONCLUSIONS

The purpose of this paper is to clarify the impact of organizational identification dimensions (loyalty, similarity and membership) on the performance of faculty members at Isra University/Jordan, the result showed that the attitudes of sample towards the level of organizational identification are positive with high degree, and the attitudes of study sample towards the performance level of faculty members are positive and high. In addition, there is a statistically significant impact of organizational identification (similarity and membership) on the performance of faculty members, and there is no statistically significant impact of organizational identification (loyalty) on the performance of faculty members. The study recommended strengthening the faculty member's affiliation with his university, the university administration works to achieve the conformity of the goals of the faculty member with his university ,also the university administration offers better benefits to faculty members,

Improving the incentives, salaries and wages.

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