

The Impact of Organizational Identification on Organizational Commitment among Governmental Employees in Jordan

ASEEL ABDULRAHMAN GHANNAM

College of Economics and Administrative Science

Yarmouk Univeristy, Jordan

Email: aseel_ghannam@yahoo.com

Prof. MOHAMMAD MAHMOOD TAAMNEH

Dean of the Faculty of Economics and Administrative Sciences

Yarmouk Univeristy, Jordan

Email: taamneh@yu.edu.jo

Abstract

The aim of this study is to examine the impact of organizational Identification on organizational commitment among governmental employees in Jordan. In order to achieve the study objectives the researcher developed a questionnaire to collect data from a sample of 317 who were selected randomly. And the researcher used proper statistical analysis to answer the study questions and test the hypotheses. The study findings show that the general average of organizational identification among governmental employees was moderate (3.43) and the organizational commitment was moderate too (3.04), and there is a significant statistical impact of organizational identification on organizational commitment.

Key Words: Organizational loyalty, Organizational Similarity, Affiliation, Normative Commitment, Affective Commitment, Continuance Commitment.

Introduction

The continuous pursuit of organizations to keep up with change and development is one of the most important philosophies of the current era, which has led to the necessity of focusing on the vision and mission of the organization that will preserve the identity of the organization and its identity with the human element that is one of its important pillar. The identity of the organization objectives with its employees objectives are the most important elements that enhance the role of the organization and its effectiveness in performance and the belonging and loyalty of its employees, this situation of the employees association with the organization they belong to called organizational identification.

The concept of organizational identification from the point of view of some scientists is a combination of the desires of the employees of the organization with the desires of the organization itself, which in turn leads to produce a state of identity based on a combination of desires. The researchers have recently paid close attention to the issue of organizational identification, which would have a significant impact on the organization's employees in terms of the organization's success, outputs, the rate of absenteeism and rotation, and the extent to which employees are committed to their organizations. Hence, we highlight the concept of organizational commitment which reflects the strength of the bond which employees feel towards their organizations (Dogan & Kilic, 2008). Organizations often strive to foster employee

commitment in order to achieve stability and reduce turnover and maintaining a high level of organizational commitment is an important organizational outcomes. Also it is widely accepted that committed employees work harder than others and exert an extra effort to achieve organizational objectives (Meyer & Allen, 2004).

Due to the recent issue this study established to identify the extent to which organizational identification affects the organizational commitment among the governmental employees in Jordan.

Problem Statement

Government agencies have been suffering from the highly competitive environment. The identity and the culture of these agencies and its employees have been affected by the surrounding circumstances such as privatization and globalization and had a significant impact on the loyalty, commitment and affiliation of the employees which led them to leave their jobs and join other organizations with extra benefits. The importance of the role of organizational identification for employees and organization is highlighted by the need to understand the organizations methods to enhance the identification and to what extent they can influence their relationship with their employees and adopt their values and objectives.

Aims and Objectives

The current research aims to examine the impact of organizational identification on organizational commitment among the governmental employees in Jordan and to what extent the government employees in Jordan are aware of the level of organizational identification and its dimensions and the level of organizational commitment and its dimensions.

Hypotheses of the Study

H1: There is a statistically significant influence of the level of organizational identification on organizational commitment among the study sample members working on the governmental sector in Jordan.

H2: There are statistically significant differences in the respondents' estimates of the level of organizational identification due to the demographic and functional variables (gender, age, marital status, job level, salary, educational qualification, length of service).

H3: There are statistically significant differences in the respondents' estimates of the level of organizational commitment due to the demographic and functional variables (gender, age, marital status, job level, salary, educational qualification, length of service).

Model of the Study

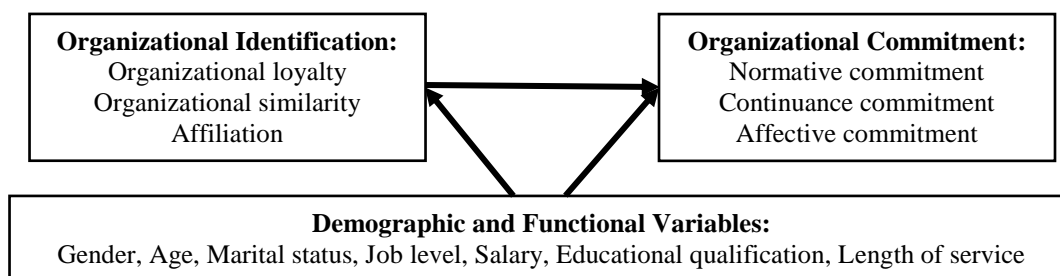


Figure1 Model of the study

Literature Review

Organizational Identification

The concept of organizational identification in the field of public administration is relatively new recently the attention has been largely focused on it as a separate aspect in the second half of the last century (Johnson et al., 1999). The definition of organizational identification generally can be said that the employees and the organization agree on the values and objectives that the organization seeks to achieve so that the employee adopts and contributes to the completion of its tasks. And therefore the views of the scholars varied in its definition.

Johnson et al. (1999) defined organizational identification as: a process whereby the individual internally and externally convinces himself of the values and goals of the organization and incorporates his desires and personal goals with those of his organization. Carol (2001) points out that organizational identification is made up of several methods, the most important are the identity of the values and objectives between individuals and the organization, and also the role of social identity in influencing the formation of the concept of organizational identification. Duncan (2002) describes the process of identification by associating the individual destiny with the place where he or she works. Al-Saud and Al-Sarairah (2009) note that identification is an infinite process that changes over time and influenced by circumstances that surrounding the individual through which he/she develops relationships with specific individuals or groups that he/she feels united.

The Importance of Organizational Identification

The importance of organizational identification lies in the strength of the organization's influence on its employees and the ability of its management to create the conditions for achieving its objectives. Therefore, the stage of identification in our time has become a difficult phase, especially for successful organizations, where these organizations are aware that the identification and harmony between the organization and its employees leads to its success and continuity and reflects positive results on the quality of its outputs as well as the satisfaction of its employees. Glynn (1998) points out that identification is an unfinished act that is affected and changes over time and it is controlled by the conditions of the surrounding environment where the individual works to bring about change with his peers and to make connections with a person, group or organization.

Dimensions of Organizational Identification

Patchen (1971) has divided organizational identification through his theory into three dimensions: loyalty, affiliation (membership), and similarity and he define them as follows:

Organizational loyalty is the employee sense of loyalty to his organization and his support for it and for its goals that it seeks to achieve. Affiliation (Membership) is a psychological feeling that stems from the same factor of affiliation, belonging, and pride for being a member of this organization. Organizational similarity is a case in which the degree of similarity between the organization and its employees is understood in terms of shared goals and values.

Organizational Commitment

The concept of organizational commitment has received broad attention from researchers, but no specific definition has been agreed on. Kantor (1988) defined the commitment as an absolute willingness of individuals to exert their energies for the organization and to fulfill them. Bruce (1974) sees organizational commitment as a state of individual support for the group in his organization, and the relationship that

develops between the individual and the organization affects the achievement of the organization's goals and values. Commitment involves a willingness to exert massive effort on behalf of the organization, and to accept the values and goals of the organization (Ingersoll et al., 2000). And because organizational commitment is one of modern administrations issues, it was a must to study the human behavior of individuals in organizations in order to motivate them, raise their commitment and pursue the goals of their organizations (Khudair et al., 1996).

Distinguish between the Concepts of Organizational Identification and Organizational Commitment

The concepts of organizational identification and organizational commitment emerged as fundamental variables in research on organizational communication and organizational culture. The researchers considered the concept of organizational commitment theoretically similar concept to organizational identification (Morrow, 1983). Tompkins and Cheney (1987, p. 209) indicated that there is significant overlap between identification and commitment. They contend that the term identification is more "descriptive and embracing" than commitment, but also suggested that there is great value in studying commitment along with identification. In fact, they argue that both terms fit together as do form and substance. As efforts continued to develop definitions of organizational identification and organizational commitment, the relationship between the two concepts become an unclear relationship, which has made some researchers wonder where the distinguishing mark between the two concepts lies.

As a result, we can say that organizational identification and organizational commitment are two closely related but this does not negate their existence as fundamental concepts of management.

Methodology

The current study based on quantitative approach in answering the main question of the study and in accepting or rejecting the presented hypotheses.

The researcher will use a questionnaire that it's divided into two main parts, first one the demographic and functional variables, while the second one is the variables of the study which were listed in the model of the study.

The sample of the study were taken from the governmental employees who working in the government directorates in Jordan. The total number of the sample reached (323) individual. The total number of the questionnaire that are suitable for statistical analysis was (260) questionnaire, which is 80% response rate. Statistical Package for Social Sciences (Spss.19) was used to analyze the primary data of the study. The following statistical processes were used:

- descriptive analysis
- Reliability test
- Multiple Regression
- ANOVA test

Analysis and Discussion

Answering the Study Questions

Mean and standard deviation were calculated for answering the questions of the study.

Q1: To what extent the government employees in Jordan are aware of the level of organizational identification and its dimensions?

Table 1: Mean and standard deviation for the perceptions of governmental employees towards organizational identification

Rank	Dimensions	Mean	S.D	Level
1	Normative com.	3.28	0.99	moderate
2	Continuance com.	3.12	0.90	moderate
3	Affective com.	2.80	0.84	moderate
-	Total	3.04	0.69	moderate

Q2: To what extent the government employees in Jordan are aware of the level of organizational commitment and its dimensions?

Table 2: Mean and standard deviation for the perceptions of governmental employees towards organizational commitment

Dependent Variable	Source	R ²	Sum of Squares	Mean Square	F	Sig. F change
Normative commitment	Regression Residual	0.669	141.936 70.093	47.312 0.274	172.79	0.000**
Continuance commitment	Regression Residual	0.027	6.978 247.821	2.326 0.968	2.403	0.068
Affective commitment	Regression Residual	0.577	78.903 57.807	78.903 0.224	352.154	0.000**
Organizational commitment	Regression Residual	0.554	75.701 61.008	75.701 0.236	320.135	0.000**

The validity of the model was determined by using ANOVA, Table 3 shows the validity of the test model of the study hypotheses for the normative commitment, affective commitment and the organizational commitment as a whole, in terms of the calculated F and the level of significance at ($\alpha \leq 0.01$), where organizational identification with its dimensions explaining (55.4%) variation in organizational commitment as a whole, (66.9%) variation in normative commitment, (57.7%) variation in the affective commitment and we found that the continuance commitment statically insignificant at ($\alpha \leq 0.05$) and explaining (2.7%) variation.

Table 3: Analysis of Variance Results (ANOVA)

Rank	Dimensions	Mean	S.D	Level
1	Organization loyalty	3.67	0.81	high
2	Similarity	3.45	0.75	moderate
3	Affiliation	3.21	0.84	moderate
-	Total	3.43	0.73	moderate

Testing Hypotheses

We used multiple regression analysis to test the impact of organizational identification sub-variables on organizational commitment, table 4 shows that there is a positive impact statistically significant at ($\alpha \leq 0.05$) for the organizational identification sub-variable (Affiliation) on organizational commitment (normative commitment, continuance commitment, affective commitment) and we rejected the hypothesis that states there is a positive impact statistically significant at ($\alpha \leq 0.05$) for the organizational identification sub-variables (organizational loyalty, similarity) on organizational commitment.

Table 4: Multiple regression analysis to test the impact of organizational identification sub-variables on organizational commitment

Source	Sum. of squares	Degree of freedom	Mean square	F	Sig. level
Gender	0.120	1	0.120	0.227	0.634
Age	5.298	3	1.766	3.441	0.017*
Marital status	1.416	3	0.472	0.893	0.445
Job level	2.541	3	0.847	1.616	0.186
Salary	2.437	3	0.812	1.553	0.201
Educational qualification	0.467	3	0.156	0.292	0.831
length of service	8.581	4	2.145	4.269	0.002*
Residual	133.608	256	0.521		
Total	3197.436	260			

The results of multivariate data analysis to detect differences in the sample estimates of the level of organizational identification due to the variables gender, age, marital status, job level, salary, educational qualification, length of service shown in table 5.

Table 5: Results of multivariate analysis (organizational identification)

Independent Variable	B	Standard Error	Beta	T	Sig. T
Org. Loyalty	0.017	0.059	0.021	0.294	0.769
Similarity	0.046	0.054	0.051	0.851	0.396
Affiliation	0.544	0.058	0.680	9.309	0.000*

Also we applied the multivariate analysis to detect differences in the sample estimates of the level of organizational commitment due to the variables gender, age, marital status, job level, salary, educational qualification, length of service, the results shown in table 6.

Table 6: Results of multivariate analysis (organizational commitment)

Source	Sum. of squares	Degree of freedom	Mean square	F	Sig. level
Gender	0.038	1	0.038	0.080	0.777
Age	2.987	3	0.995	2.109	0.100
Marital status	2.074	3	0.691	1.453	0.228
Job level	0.975	3	0.352	0.677	0.567
Salary	0.818	3	0.273	0.568	0.637
Educational qualification	3.851	3	1.284	2.738	0.044*
length of service	5.231	4	1.308	2.811	0.026*
Residual	121.475	256	0.480		
Total	2527.157	260			

Discussion

The results showed that the total average of organizational identification in the governmental directorates in Jordan is (3.43), which indicates that the organizational identification came with a moderate level. Organizational loyalty, ranked first with a high score of (3.67), then similarity with a moderate score (3.45), while in the last rank came affiliation with a moderate score (3.21). And the mean averages of the organizational commitment level in the governmental directorates in Jordan were moderate with a total average (3.04), the continuous commitment ranked first with moderate score (3.28), then followed by

normative commitment with a moderate score (3.12), lastly the affective commitment with a moderate score (2.80).

The explanatory and predictive of the organizational identification with its dimensions (organizational loyalty, similarity, affiliation) explaining (55.4%) variation in the total dependent variable the organizational commitment based on R^2 value, (66.9%) variation normative commitment, (57.7%) in the affective commitment, this indicates that there is a positive impact of organizational identification on organizational commitment sub-variables (normative commitment and affective commitment), while we found that the continuance commitment statically insignificant at ($\alpha \leq .05$) and explained (2.7%) variation and that's indicates that the relationship between organizational identification and continuance commitment is insignificant, since individual identity with his organization does not necessarily require his absolute readiness to stay with the same organization for the rest of his career life, on the contrary he might take the first alternative opportunity and would not hesitate to seize it.

The results of multivariate analysis indicates that there are statistically significant differences at the level of significance ($\alpha \leq .05$) in the respondents' estimates of the level of organizational identification due to the demographic and functional variables (age, length of service), this finding might be due to the fact that the employees who were older and served their organization for a long time have identified their personal needs with their organization needs and this result consistent with Rasheed study 2006, While there were no statistically significant differences at the level of significance ($\alpha \leq .05$) in the respondents' estimates of the level of organizational identification due to the demographic and functional variables (gender, marital status, job level, salary, educational qualification). This result may be indicates that the concept of organizational identification in general understood by both male and female employees, and for educational qualification and career level may be no difference between the respondents because the organizational culture is prevailing and there is no noticeable gap in the employees participation of organizational identification. Lastly table 6 showed that there are statistically significant differences at the level of significance ($\alpha \leq .05$) in the respondents' estimates of the level of organizational commitment due to the demographic and functional variable length of service and this result consistent with Yousef study (1999), also the study showed that there are statistically significant differences at the level of significance ($\alpha \leq .05$) in the respondents' estimates of the level of organizational commitment due to the demographic and functional variable educational qualification, while there were no statistically significant differences at the level of significance ($\alpha \leq .05$) in the respondents' estimates of the level of organizational identification due to the demographic and functional variables (gender, age, marital status, job level, salary), these results differ from other previous studies and it can be said that the reason for the differences is because of the Jordanian society culture, which make them tend to build their own business or looking desperately for outside the country.

Conclusion

The moderate results shown above are inevitable results that may be attributed to the sufferance of the governmental employees in these organizations, and that the benefits and incentives they receive from their organizations may not meet their ambitions or even their needs and they are unwillingness to continue working with their organizations and their presence may be due to their physical need or the lack of other opportunities that may satisfy their needs.

The government should taking care of the concept of organizational identification and taking policies and procedures that will increase the level of awareness of employees for the concept of organizational identification by activating the principle of teamwork, respecting the organization for its employees and standing on their needs and attention, which will lead to raising the level of their organizational commitment. Also pay attention to equal wages and incentives that employees earned with workload. Finally the relation between the organizations and the employees should be enhanced through periodic

meetings and orientation meetings that allow the employees to express their ideas and their own views clearly and transparently and objectively. These procedures will increase their organizational commitment and the level of satisfaction with their organizations.

References

- Belatrash, Sameerh, Organizational Commitment and its Relation to Job Performance - A Field Study, Master Thesis, University of Kasdi Merbah Ouargla, Faculty of Humanities and Social Sciences, 2010/2011.
- Rasheed, Mazen Fares, Organizational identity and organizational identification: analysis of the concept and its behavioral dimensions, the version of the Research Center at the Faculty of Administrative Sciences, Scientific Publishing and Press, Riyadh 2003.
- Al Qarileh, Arwa, Effect of Perceived and Desired Participation Upon the Organizational Identification, Jordan Journal of Business Administration, 2006, Volume 2, Issue 3.
- Youssef, Darwish Abdulrahman, The Relationship Between Internal Work Motivation, Organizational Commitment, Functional Performance and Individual Characteristics: A Field Study, Volume of Public Administration, Riyadh, 1993, Volume 39, Issue 3.
- Allen, J and Meyer, (1990), The measurement and antecedents of affective, continuance and normative commitment to the organization, Journal of Occupational Psychology, 63, 1-18
- Ashforth, B. E. and Mael, F. A., (1996), Organizational identity and strategy as a context for the individual, Advances in Strategic Management, 13: 19-64.
- Buchanan, Bruce, (1974), Building Organizational Commitment: The Socialization of Managers in Work Organizations, Administrative Science Quarterly, Vol. (19) ,No. (4), p.p. 533-546.
- Carol, R. (2001), Dual Identification In Multinational Corporations: Local Managers and Their Psychological Attachment to The Subsidiary Versus the Global Organization, Journal of human Resource Management, 12(3): 405 -424.
- Cheney, G. (1982), on the various and Changing Meanings of Organizational Membership: A field study of organizational identification, Communication Monographs. 50: 342-362.
- Cheney, G. (1982), Organizational Identification as a Process: A Field Study, Unpublished Master's Thesis, Purdue University.
- Cheney, G. and Tompkins, P.K. (1987), Coming to Terms with Organizational Identification and Commitment, Central States Speech Journal, Vol. 38 No. 1, pp. 1-15.
- Dessler, G. (1999), How to Learn Your Employees Commitment, Academy Of Management Executive, 13(2): 58-67.
- Dogan, S. & Kilic, S. (2008). The situation and importance of empowerment in obtaining organizational commitment, Erciyes University Journal of Economics and Administrative Sciences, 29, 37-61.
- Duncan, J. E. (2002), Organizational Identification: An Insight in to Republic Bank and Trust, University of Kentucky, 171p.
- Gautam, T, Dick, R and Wagner, U, (2004), Organizational identification and organizational commitment: Distinct aspects of two related concepts, Asian Journal of Social Psychology, 7: 301-315.
- Glynn, M.A. (1998), Individual's Need for Organizational Identification (nOID): Speculations on Individual Differences in Propensity to Identify, In Whetten, D. & Godfrey, P. (Eds.). Identity in 9 organizations: Developing theory through conversations, pp. 238-244. Thousand Oaks, CA: Sage.
- Gordon, M.E., J.W Philpot, A.E. Burt, C.A. Thompson, & W.E .Spiller, (1980), Commitment To The Union: Development of A Measure and An Examination of its Correlates, Journal of applied Psychology, Vol. (25), p.p 482-485.
- Griffin, R. (1990), Management, Houghton Mifflin Comp. Boston.
- Hackman, J. R. (1987), The design of work teams, In J. Lorsch (Ed.), Handbook of organizational behavior, (pp. 315-342), New York: Prentice Hall.
- Hall, D. T, Schnide, R. B. and Nygren, H. T. (1997), Personal Factor of Organizational Identification, Administrative Science Quarterly, 15, 176-190.

- Ingersoll, G.L., Kirsch, J.C., Merk, S.E. and Lightfoot, J. (2000), "Relationship of organizational culture and readiness for change to employee commitment to the organization", *Journal of Nursing Administration*, Vol. 30 No. 1, pp. 11-20.
- Johnson, W.L.J., Johnson, A.M and Heimberg, F. (1999), A Primary and Secondary Order Component Analysis of the Organizational Identification Questionnaire, *Educational and Psychological Measurement*, 5 (1): 159-170.
- Kantor, Rosarth M (1988), Commitment and Social Organization as Study Commitment: Mechanism in Utopian Community, New York, American Socio –Logical Review, p.p. 499-517.
- Knippenberg D., E. Sleebos, (2006), Organizational Identification versus Organizational Commitment: Self-definition, Social Exchange, and Job Attitudes, *Journal of Organizational Behavior*, 27, 571-584.
- Mael F.A. and Ashforth, B.E. (2001), Identification in Work, War, Sports and Religion: Contrasting the Benefits and Risks, *The Executive Management Committee*, 197-222.
- March, J. G. and Simon, H. A. (1958), *Organizations*, New York: John Wiley & Sons.
- Marsh, R.M., & H. Mannari, (1977), Organizational Commitment, And Turnover: A production study, *Administrative Science Quarterly*, Vol. (22), No (1), p.p 60.
- Meyer, J.P. and Allen, N. J. (1991), A three-component conceptualization of Organizational Commitment, *Human Resource Management Review*, 1, 61-98.
- Meyer, J. P., & Allen, N. J. (1997), *Commitment in the workplace: Theory, research, and application*, Thousand Oaks, CA: Sage.
- Meyer, J. P. & Allen, N. J. (2004). *TCM employee commitment survey academic users guide*. London: University of Western Ontario.
- Morrow, P. C., (1983), Concept redundancy in organizational research: The case of work commitment, *Academy of Management Review*, 3, 486-500.
- Porter, L.W., R.M steers, & R.T Mowdy, Op .Cit., p. 604.
- Pratt, M. (1998), To be or not to be: central question in organizational identification, in Whetten, A. and Godfrey, P. (Eds), *Identity in Organizations: Building Theory Through Conversation*, Sage, Thousand Oaks, CA.
- Siegel, Philip and Sisaye, Selshi, (1997), An analysis of the difference between organization identification and professional commitment: a study of certified public accountants, *Leadership & Organization Development Journal* 18/3, 149–165.
- Tuzun, Ipek Kalemci, (2009), The impact of identification and commitment on job satisfaction the case of a Turkish service provider, *Management Research News*, Vol. 32, No. 8, pp. 728-738.
- Vandenberg R.J. Self R.M. and Seo J.H., (1994), a critical examination of the internalization, identification, and compliance commitment measures, *Journal of Management*, Vol. 20, No. 1, pp. 123-40.
- Vecchio, Robert P, (1991), *Organizational Behavior*, Orlando, the Dryden Press.
- Wayne, S. J., Shore, L.M. & Liden, R. C., (1997), Perceived organizational support and leader-member exchange: A social exchange perspective", *Academy of Management Journal*, 40, 82-111.
- Wiesenfeld, B. M, Reghuram, S. and Garud, R. (2001), Organizational Identification Among Virtual Workers: The Role of Need For Affiliation and Perceived Work – Based Social Support, *Journal of Management*, Vol. (27), No. 2, pp 119-143.
- Xiong Chen, Zhen (1997), *Loyalty to Supervisor Organizational Commitment and Employee Outcomes: The Chines Case*, Phd Dissertation – Hong Kong University of Science and Technology.