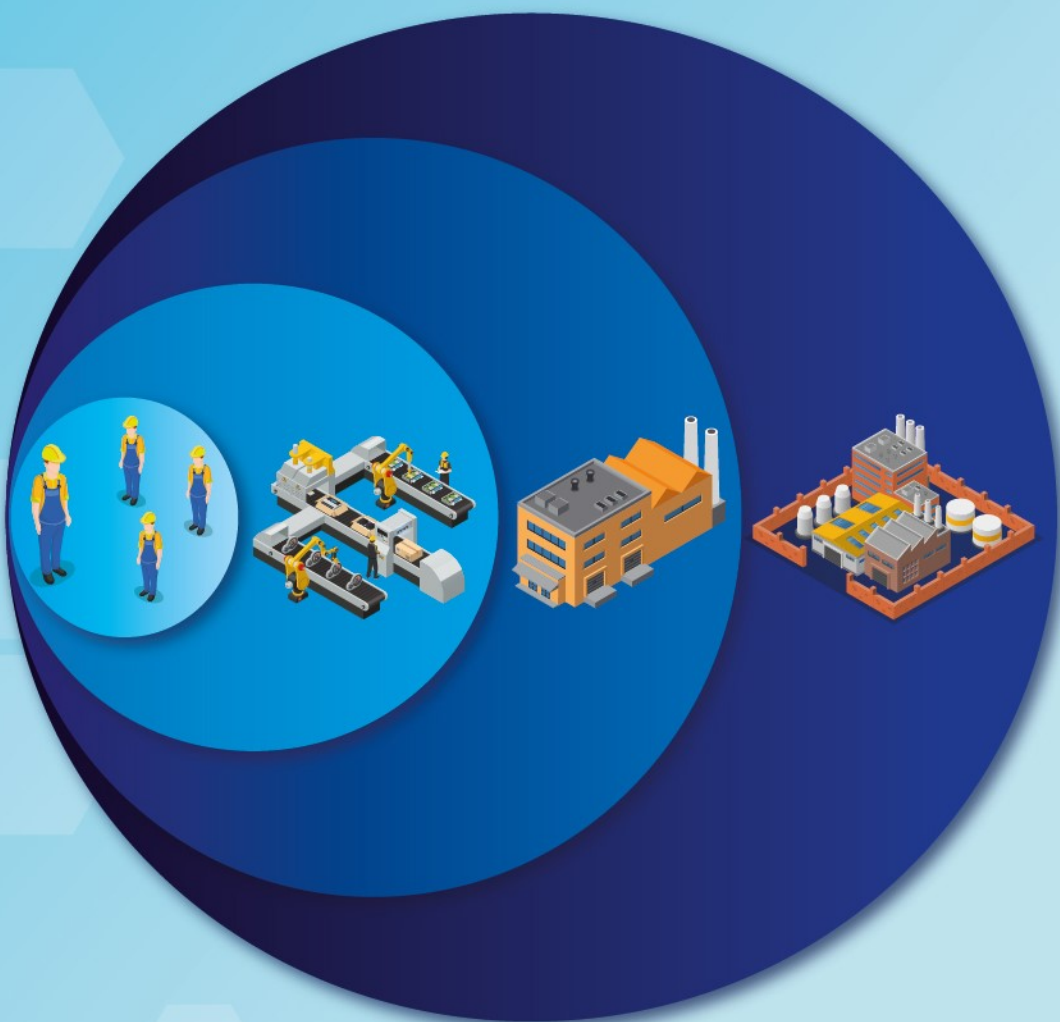


ИДЕНТИФИКАЦИЯ РАБОТНИКОВ В ОРГАНИЗАЦИИ: РЕТРОСПЕКТИВНЫЙ АННОТИРОВАННЫЙ УКАЗАТЕЛЬ НАУЧНЫХ ТРУДОВ



**МИНИСТЕРСТВО НАУКИ И ВЫСШЕГО ОБРАЗОВАНИЯ
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**Идентификация работников в организации:
ретроспективный аннотированный указатель
научных трудов**

**Под редакцией
А.В. Сидоренкова**

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Составители: А. В. Сидоренков, А. И. Кондрюкова,
Е. С. Сальникова, С. Д. Сухоруков, А. Ф. Филатова.

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И 29 Идентификация работников в организации: ретроспективный аннотированный указатель научных трудов /

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В ретроспективном указателе представлен аннотированный перечень 367 научных работ по проблеме идентификации (идентичности) работников с другим субъектом – индивидуальным (межличностная идентификация) или коллективным (микрогрупповая, групповая, суборганизационная и организационная идентификации) в организации. Он состоит из четырех разделов: мета-аналитические исследования, теоретико-методологические исследования и информационно-аналитические обзоры, эмпирические исследования и разработка методов и методик. В предисловии обобщены основные направления исследований идентификации в организационном контексте.

Указатель рассчитан на студентов, аспирантов, преподавателей психологических, социологических и экономических факультетов вузов, а также научных работников и специалистов-практиков в области организационной психологии и управления персоналом и смежных с ними дисциплин.

Работа выполнена при финансовой поддержке Российского фонда фундаментальных исследований, проект № 19-013-00393 «Идентичность и организационное поведение сотрудников: многоуровневый анализ».

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В течение последних 25 лет исследователи активно изучают идентификацию сотрудников с организацией, малой группой и т.д., так как она обуславливает их аттитуды, определенные аспекты организационного поведения и выполнение работы. Так, организационная идентификация значимо положительно связана с приверженностью организации, включенностью в работу, удовлетворенностью, привязанностью к профессии и рабочей группе, ролевым и экстра-ролевым поведением и отрицательно – с намерением уволиться (Lee et al., 2015; Riketta, 2005; Van Dick, Wagner, 2002).

Исследователи обращают внимание не только на прямые, но и опосредованные некоторыми переменными последствия идентификации. Так, изучались следующие промежуточные факторы связи «организационная идентификация – экстра-ролевое (гражданское) поведение» работников: выгорание, опыт работы, полный или не полный рабочий день, коллективизм, навыки выполнения задачи, автономность работы и включенность или не включенность членов в неформальные подгруппы в рабочей группе.

Также идентификация работников в организации, в свою очередь, рассматривается как медиатор или модератор связи между некоторыми независимыми и зависимыми переменными. Например, анализировалась роль организационной или групповой идентификации работников в связи «антецедент – экстра-ролевое (гражданское) поведение». В качестве антецедентов исследовали: лидерство (например, стиль лидерства, отдельные характеристики и справедливость лидера) и обмен между лидером и членом группы, отношения в организации (организационное доверие, организационная поддержка, остракизм и психологический контракт), организационный контекст (ценности и корпоративная этика, корпоративная социальная ответственность), безопасность работы, персональные характеристики и поведение работников (воспринятая спра-

ведливость, открытость к изменению ценностей и персональный контроль), менеджмент (управление эффективностью и стратегии управления персоналом) и некоторые другие переменные.

Так как идентификация часто создает определенные прямые или косвенные позитивные эффекты в организации, то внимание исследователей обращено к ее детерминантам. Среди факторов организационной идентификации изучали: персональные (например, возраст, продолжительность работы в организации и профессиональная мотивация), межличностные и интерактивные (доверие, социальный обмен, стили лидерства, влияющие на идентификацию сотрудников, воспринятая справедливость управленческих решений и др.), организационные (внешний имидж, привлекательность, престиж и самобытность организации, привлекательность корпоративной культуры и организационные стереотипы).

Несмотря на большой объем литературы по проблеме идентификации работников в организационном контексте, можно отметить несколько ограничений. Во-первых, существует немного исследований идентификации с коллегами, руководителем (межличностная идентификация) и очень мало работ, посвященных идентификации с неформальной подгруппой в малой группе, например, отделе, кафедре (микрогрупповая идентификация) и структурным подразделением в организации, например, управлением, факультетом (суборганизационная идентификация).

Во-вторых, исследователи более склонны изучать эффекты разных идентификаций по отдельности. Существуют единичные работы, в которых авторы обращают внимание на необходимость изучать интерактивные эффекты разных идентификаций. Например, обнаружено, что одновременно высокая организационная идентификация и групповая идентификация более сильно связаны с экстра-ролевым поведением сотрудников, нежели когда высокой является только одна из них (Van Dick et al., 2008).

В-третьих, социальную идентичность (прежде всего на примере групповой и организационной идентификации) некоторые авторы понимают как многомерный конструкт. В нем выделяют разные компоненты, например, такие как когнитивный, аффективный, оценочный и поведенческий. Вопрос о количестве и содержании компонентов до конца не решен. Чаще во внимание принимают когнитивный и аффективный компоненты. Несмотря на получающую все более широкое распространение такую концептуализацию идентификации, имеется дефицит эмпирических исследований роли каждого компонента определенной идентификации относительно аттитудов и форм организационного поведения работников. Например, были обнаружены значимые положительные связи аффективной межличностной, микрогрупповой и групповой идентификаций, а также когнитивной групповой идентификации с вкладом работников в групповую деятельность (Сидоренков и др., 2019).

В-четвертых, чаще изучают эффекты идентификации работников относительно их индивидуальных аттитудов и поведений, но заметно реже – внутригрупповых процессов и явлений, а также эффективности малой группы, в которую они включены.

Отбор работ для указателя осуществлялся на основе двух критериев: сфера проявления идентификации и тип идентификации в организации. В данный указатель включены научные публикации, преимущественно статьи, в которых рассматривалась идентификация работников в контексте государственных и коммерческих организаций (коммерческие компании, административные учреждения, армия, высшие учебные заведения, школы, медицинские клиники и т.п.). Отсеивались эмпирические исследования, проводившиеся среди волонтеров, студентов, спортсменов, болельщиков и т.д. Кроме того, для указателя были отобраны работы, в которых принималась во внимание идентификация работников с другим субъектом – индивидом (межличностная идентификация), неформальной подгруппой в группе (микрогрупповая

идентификация), малой группой (групповая идентификация), структурным подразделением (суборганизационная идентификация) или организацией в целом (организационная идентификация). Т.е. каждой идентификации соответствует определенный уровень формальной и неформальной структуры организации: работник, неформальная подгруппа, рабочая группа, подразделение и организация. Микрогрупповую, групповую, суборганизационную и организационную идентификации можно объединить таким общим понятием, как социальная идентичность (коллективное Я). Это соответствует представлению о том, что люди имеют столько социальных идентичностей, сколько существует групп, к которым они ощущают свою принадлежность.

Аннотированный библиографический указатель имеет следующую структуру: мета-аналитические исследования (4 публикации), теоретико-методологические исследования и информационно-аналитические обзоры (37), эмпирические исследования (323), разработка методов и методик (19 публикаций). Восемь работ включены одновременно в два последних раздела, так как в них представлены результаты и разработки новой методики, и исследования сформулированной проблемы посредством созданной методики. Самая ранняя работа, включенная в указатель, датируется 1969 г., а самые поздние публикации – 2019 г.

Не все опубликованные работы и защищенные диссертации представлены в данном указателе. Это связано не с личными представлениями составителей, а с некоторыми ограничениями в поиске и отборе материалов. Поэтому мы заранее приносим свои извинения авторам, чьи работы в области идентификации работников, ограниченной указанными критериями, не включены в эту книгу. Также значительные по объему аннотации некоторых публикаций мы были вынуждены сократить.

1. МЕТА-АНАЛИТИЧЕСКИЕ ИССЛЕДОВАНИЯ

Lee, E.-S. Identifying organizational identification as a basis for attitudes and behaviors: a meta-analytic review / E.-S. Lee, T.-Y. Park, B. Koo. – Text : unmediated // Psychological bulletin. – 2015. – Vol. 141, № 5. – P. 1049-1080.

Organizational identification has been argued to have a unique value in explaining individual attitudes and behaviors in organizations, as it involves the essential definition of entities (i.e., individual and organizational identities). This review seeks meta-analytic evidence of the argument by examining how this identity-relevant construct functions in the nexus of attitudinal/behavioral constructs. The findings show that, first, organizational identification is significantly associated with key attitudes (job involvement, job satisfaction, and affective organizational commitment) and behaviors (in-role performance and extra-role performance) in organizations. Second, in the classic psychological model of attitude-behavior relations (Fishbein & Ajzen, 1975), organizational identification is positioned as a basis from which general sets of those attitudes and behaviors are engendered; organizational identification has a direct effect on general behavior above and beyond the effect of general attitude. Third, the effects of organizational identification are moderated by national culture, a higher-level social context wherein the organization is embedded, such that the effects are stronger in a collectivistic culture than in an individualistic culture. Theoretical and practical implications of the findings and future research directions are discussed.

Riketta, M. Foci of attachment in organizations: a meta-analytic comparison of the strength and correlates of workgroup versus organizational identification and commitment / M. Riketta, R. Van Dick. – Text : unmediated // Journal of vocational behavior. – 2005. – Vol. 67, № 3. – P. 490-510.

The workgroup and the organization as a whole are common foci of employee attachment (i.e., identification and commitment). This study reviews theorizing and empirical research on the relative impact of attachment to these foci on work attitudes and behavior. Confirming predictions derived from a wide range of previous models, a meta-analysis revealed that (a) on average workgroup attachment is stronger than organizational attachment and (b) each form of attachment is most strongly related to potential outcome variables of the same focus. Practical implications are discussed.

Riketta, M. Organizational identification: a meta-analysis / M. Riketta. – Text : unmediated // Journal of vocational behavior. – 2005. – Vol. 66, № 2. – P. 358-384.

The last two decades have witnessed a surge in interest in research on organizational identification (OI). This paper presents a comprehensive meta-analysis of this research ($k=96$). Results indicate that (a) OI is correlated with a wide range of work-related attitudes, behaviors, and context variables, (b) OI is empirically distinct from its closest conceptual neighbor, attitudinal organizational commitment (AOC), and (c) the two most common OI measures (the Mael scale and the Organizational Identification Questionnaire) produce very different results. It is argued that OI scales, especially the Mael scale, may be preferable over AOC scales for studies aimed at explaining, and partly also for studies aimed at predicting, work behavior.

Taras, V. Examining the impact of culture's consequences: a three-decade, multilevel, meta-analytic review of Hofstede's cultural value dimensions / V. Taras, B. L. Kirkman, P. Steel. – Text : unmediated // Journal of applied psychology. – 2010. – Vol. 95, № 3. – P. 405-439.

Using data from 598 studies representing over 200,000 individuals, we meta-analyzed the relationship between G. Hofstede's (1980a) original 4 cultural value dimensions and a variety of organizationally relevant outcomes. First, values predict outcomes with similar strength (with an overall absolute weighted effect size of $p = 0.18$) at the individual level of analysis. Second, the predictive power of the cultural values was significantly lower than that of personality traits and demographics for certain outcomes (e.g., job performance, absenteeism, turnover) but was significantly higher for others (e.g., organizational commitment, identification, citizenship behavior, team-related attitudes, feedback seeking). Third, cultural values were most strongly related to emotions, followed by attitudes, then behaviors, and finally job performance. Fourth, cultural values were more strongly related to outcomes for managers (rather than students) and for older, male, and more educated respondents. Fifth, findings were stronger for primary, rather than secondary, data. Finally, we provide support for M. Gelfand, L. H. Nishii, and J. L. Raver's (2006) conceptualization of societal tightness-looseness, finding significantly stronger effects in culturally tighter, rather than looser, countries.

2. ТЕОРЕТИКО-МЕТОДОЛОГИЧЕСКИЕ ИССЛЕДОВАНИЯ И ИНФОРМАЦИОННО-АНАЛИТИЧЕСКИЕ ОБЗОРЫ

Андруник, А. П. Организационная идентификация персонала на основе изменения направления вектора поведения / А. П. Андруник. – Текст : непосредственный // Актуальные вопросы современной науки. – 2016. – № 1. – С. 5-11.

Методология организационной идентификации поведения персонала выполняет целевую функцию стратегического планирования по ключевым группам инновационного резерва персонала предприятия, включая разработку модели компетенций, оценку сотрудника на предмет соответствия компетентностной модели и разработку программы личностного развития сотрудника. При этом при диагностике персонала необходимо учитывать не только компетенции профессионально-личностного и квалификационного, но и поведенческого характера.

Базаров, Т. Ю. Процессы социальной идентичности в организациях / Т. Ю. Базаров, М. Ю. Кузьмина. – Текст : непосредственный // Российский психологический журнал. – 2005. – Т. 3, № 1. – С. 30-44.

Расширение и усложнение социальной реальности порождает появление новых видов идентичности. Разнообразие организаций и рабочих групп, в которые включены люди, подразумевает особый вид социальной идентичности, которая может быть обозначена как профессиональная, организационная или управленческая. Исследование процессов социальной идентичности в организациях новая междисциплинарная область, особенно широко представленная в европейской социальной психологии, результатом ее теоретического осмысления стала теория социальной идентичности. В статье выделяются и анализируются зарубежные теоретические разработки и эмпирические исследования в этой области: организационная идентичность и организационная идентификация; теория социальной идентичности и лидерство; рабочая мотивация и целеполагание; организационное слияния и различия в организациях.

Бурмистрова, О. Н. Виды организационной идентификации / О. Н. Бурмистрова. – Текст : непосредственный // Ученые

записки российского государственного социального университета. – 2009. – № 11. – С. 252-255.

В статье приводится обзор подходов к организационной идентификации. Специфика рассмотренных подходов заключается в выделении наряду с организационной идентификацией таких процессов, как: организационная дезидентификация, нейтральная идентификация и двойственная идентификация. В социальной психологии данные понятия практически не изучались.

Ганиева, З. Ф. Проблемы идентификации специалиста в системе корпоративной культуры предприятия / З. Ф. Ганиева. – Текст : непосредственный // Вестник ВЭГУ. – 2011. – № 3 (53). – С. 119-123.

В статье рассматриваются теоретические основания идентификации специалиста в современной организационной среде и обосновываются ее специфические особенности. Раскрываются социокультурные аспекты этого процесса и его механизм.

Липатов, С. А. Исследования организационной идентификации в зарубежной психологии / С. А. Липатов, А. В. Ловаков. – Текст : непосредственный // Национальный психологический журнал. – 2010. – № 1 (3). – С. 70-75.

В статье рассматриваются исследования организационной идентификации в зарубежной психологии. Анализируются различные подходы к определению структуры организационной идентификации, а также взаимосвязь организационной идентификации с установками и поведенческими проявлениями работников, такими как намерение уволиться, удовлетворенность работой, сверхролевое поведение и гражданское поведение в организации.

Липатов, С. А. Проблема взаимодействия человека и организации: концепции и направления исследований / С. А. Липатов. – Текст : непосредственный // Вестник московского университета. Серия 14: Психология. – 2012. – №1. – С. 85-96.

В статье проводится обзор классических и современных представлений о взаимоотношениях личности и организации. Особое внимание уделяется концепции соответствия личности и организации. Рассматриваются исследования организационной приверженности и идентификации персонала с организацией. Приводится конструкционистская критика традиционных теоретических представлений,

лежащих в основе концепции соответствия. Описывается концепция организационной культуры как современное направление в исследовании организаций. Делается вывод, что философия инструментальной рациональности и контроля, присущая классическим концепциям, продолжает занимать господствующее положение и в современных организационных теориях.

Липатов, С. А. Проблема организационной приверженности и идентификации с точки зрения социальной психологии / С. А. Липатов. – Текст : непосредственный // Мир психологии. – 2004. – № 2. – С. 142-148.

В статье рассматриваются подходы к изучению организационной приверженности и организационной идентификации в зарубежной и отечественной литературе. Обосновывается идея о том, что понятие организационной идентификации позволяет более полно учесть социальный контекст функционирования индивида в организации и вне ее.

Ловаков, А. В. Современные тенденции в исследованиях организационной идентификации / А. В. Ловаков. – Текст : непосредственный // Психологические проблемы современного бизнеса / под ред. Н. В. Антонова, Н. Л. Иванова, В. А. Штроо. – М.: Издательский дом НИУ ВШЭ. – 2011. – С. 135-159.

Статья представляет собой обзор основных тенденций в исследованиях процессов социальной идентификации в организационном контексте. Выделяются основные направления теоретических разработок и эмпирических исследований в области идентификации работников с организацией, представленные в зарубежной и отечественной литературе последних лет. Среди них: проблема структуры организационной идентификации; проблема взаимосвязи организационной идентификации с установками и поведенческими проявлениями индивидов, связанными с работой; организационная идентификация в контексте организационных изменений, слияний и поглощений; проблема соотношения организационной идентификации и организационной приверженности.

Наумцева, Е. А. Роль организационной идентификации в ситуации организационных изменений / Е. А. Наумцева. – Текст : электронный // Организационная психология. – 2019. – Т. 9, № 2. – С. 106-128. URL: <http://orgpsyjournal.hse.ru> (дата обращения: 08.04.2019).

Цель данной статьи: обобщить и систематизировать исследования организационной идентификации и её роли в ситуации организационных изменений. В статье рассматривается конструкт «организационная идентификация» и подходы к её изучению: социальный конструкционизм, теория социальной идентичности, теория социальной самокатегоризации, теория социального актора, включая внешнюю атрибуцию действия и внешнюю атрибуцию интенциональности, а также функционалистский, психодинамический и постмодернистский подходы (He, 2013). Отдельно рассматриваются фокусы организационной идентификации (идентификация с организацией и идентификация с рабочей группой) в ситуации перемен, их предикторы. В центре внимания оказывается взаимосвязь двух фокусов организационной идентификации с факторами готовности к организационным изменениям: организационной поддержкой, оценкой валентности перемен, уместностью изменений и оценкой самоэффективности. Проанализирована роль организационной идентификации в ситуации перемен в создании готовности или сопротивления переменам.

Несмеянова, Р. К. Актуальные тенденции исследования организационной идентификации в зарубежной психологии / Р. К. Несмеянова, С. А. Липатов. – Текст : непосредственный // Человеческий капитал. – 2018. – № 1 (109). – С. 60-72.

В данной статье представлена предыстория возникновения организационной идентификации и ее источники, рассмотрены родственные ей понятия, такие как социальная идентичность, социальная идентификация и организационная идентичность. Даны основные определения, описаны характеристики организационной идентификации, ее положительные и отрицательные стороны, мотивы и предпосылки возникновения. Также подробно рассмотрено ее влияние на различные аспекты, связанные деятельностью сотрудников и компании в целом. Отмечено, что идентификации могут быть множественными, а их уровень согласуется с потребностью в идентификации. Подробно проанализированы основные виды организационной идентификации, такие как: ситуационная и глубинная структурная идентификация; реляционная и идентификация с коллегами; с родом деятельности и профессиональная; с подразделением и со всей организацией. Отдельно представлены и сопоставлены две модели организационной идентификации. Особое внимание уделено наиболее используемой в настоящее время расширенной модели,

включающей в себя четыре ее вида: собственно идентификацию, нейтральную, амбивалентную идентификацию и дезидентификацию. Обзор модели дополняется ее критическим анализом.

Сидоренков, А. В. Концептуальные компоненты подхода теории социальной идентичности к изучению групп / А. В. Сидоренков, А. С. Горбатенко. – Текст : непосредственный // Известия высших учебных заведений. Северо-Кавказский регион. Общественные науки. – 2008. – № 4. – С. 112–116.

Рассматривается теория социальной идентичности, получившая широкое распространение за рубежом и создавшая новое крупное направление в исследовании групповых процессов и феноменов. Определены ключевые концепты перспективы социальной идентичности: социальная и персональная идентичность, коллективное и индивидуальное «Я», социальное сравнение и социальная категоризация (самокатегоризация), прототипы и деперсонализация, социальная и персональная аттракция, мотивация социальной идентичности.

Тренева, Т. В. Организационная и корпоративная идентичность работника в контексте теории референтных групп / Т. В. Тренева. – Текст : непосредственный // Вестник ПАГС. – 2011. – № 2. – С. 162-167.

Анализируются аспекты организационной идентичности работника. Для выделения позитивной организационной идентичности индивида предлагается использовать понятие «корпоративная идентичность».

Хитрин, С. И. Идентификация как фактор организационной приверженности / С. И. Хитрин. – Текст : непосредственный // Омский научный вестник. – 2009. – № 1 (75). – С. 118-120.

В статье речь идет о проблеме преданности и взаимосвязи действий сотрудников с целями организации ключевой в социальной психологии. Корпоративный имидж, система обслуживания клиентов, организационный климат и подвижность персонала, конкурентоспособность организации тесно связаны с преданностью и идентификацией персонала.

Aggarwal, A. Exploring the nomological network of organizational citizenship behavior: a review of dimensions, antecedents and consequences / A. Aggarwal, R. Singh. – Text : unmediated // IUP Journal of organizational behavior. – 2016. – Vol. 15, № 3. – P. 16-40.

The present study is an attempt to provide a comprehensive overview of the nomological network of Organizational Citizenship Behavior (OCB), with an emphasis on implications for future research. The purpose of this study is to provide a comprehensive framework to provide a parsimonious and conceptually meaningful framework incorporating distinct dimensions, antecedents and consequences of OCBs. Qualitative approach has been used to review the findings of the works done by various authors regarding OCB dimensions, antecedents and consequences. The results of the previous research studies relating to OCB help in making a clear distinction between different constructs. Further, literature review helps in identifying several common dimensions of OCB. Unlike the previous studies which have only identified the brighter side of the OCB, this study emphasizes on both positive and negative consequences of OCB by using content analysis. The proposed conceptual model of this study could be done empirically in future by researchers.

Albert, S. Organizational identity and identification: charting new waters and building new bridges / S. Albert, B. E. Ashforth, J. E. Dutton. – Text : unmediated // Academy of management review. – 2000. – Vol. 25, № 1. – P. 13-17.

Identity and identification are powerful terms. Because they speak to the very definition of an entity — an organization, a group, a person — they have been a subtext of many strategy sessions, organization development initiatives, team-building exercises, and socialization efforts. Identity and identification, in short, are root constructs in organizational phenomena and have been a subtext of many Organizational behaviors.

Ashforth, B. E. Identification in organizations: an examination of four fundamental questions / B. E. Ashforth, S. H. Harrison, K. G. Corley. – Text : unmediated // Journal of management. – 2008. – Vol. 34, № 3. – P. 325-374.

The literature on identification in organizations is surprisingly diverse and large. This article reviews the literature in terms of four fundamental questions. First, under “What is identification?” it outlines a continuum from narrow to broad formulations and differentiates situated identification from deep identification and organizational identification from organizational commitment. Second, in answer to “Why does identification matter?” it discusses individual and organizational outcomes as well as several links to mainstream Organizational behavior

topics. Third, regarding “How does identification occur?” it describes a process model that involves cycles of sensebreaking and sensegiving, enacting identity and sensemaking, and constructing identity narratives. Finally, under “One or many?” it discusses team, workgroup, and subunit; relational; occupational and career identifications; and how multiple identifications may conflict, converge, and combine.

Ashforth, B. E. Social identity theory and the organization / B. E. Ashforth, F. Mael. – Text : unmediated // Academy of management review. – 1989. – Vol. 14, №1. – P. 20–39.

It is argued that (a) social identification is a perception of oneness with a group of persons; (b) social identification stems from the categorization of individuals, the distinctiveness and prestige of the group, the salience of outgroups, and the factors that traditionally are associated with group formation; and (c) social identification leads to activities that are congruent with the identity, support for institutions that embody the identity, stereotypical perceptions of self and others, and outcomes that traditionally are associated with group formation, and it reinforces the antecedents of identification. This perspective is applied to organizational socialization, role conflict, and intergroup relations.

Bambale, A. Ja. Relationship between servant leadership and organizational citizenship behaviors: review of literature and future research directions / A. Ja. Bambale. – Text : unmediated // Journal of marketing and management. – 2014. – Vol. 5, № 1. – P. 1-16.

This is a literature based paper aimed at providing an up-to-date review of the literature on the relationship between servant leadership and organizational citizenship behaviors (OCB). Literature revealed that the two constructs, servant leadership and OCB were significant contributors to effective functioning of human organizations. Different databases including EBSCOhost, JStor, ScienceDirect, and Emerald were searched exhaustively, but limited numbers of studies were found to be relevant regarding the servant leadership-OCB relationship. The search results indicated that six variables including procedural justice climate, regulatory focus, affective commitment to the supervisor, self-efficacy, procedural justice climate, and service climate were found as significant mediators on the relationship between servant leadership and OCB. Similarly, the search results indicated that two variables including person-organization fit, and organizational identification were found to be significant moderators on the relationship between servant leadership and OCB. Furthermore, search

results revealed trust, commitment, and identity models as potential factors for enhancing servant leadership and OCB relationship through mediating roles. Moreover, group cohesiveness, collective trust, task interdependence, and affective tone (positive affectivity/ negative affectivity) were suggested to be potential moderators on the relationship between servant leadership and OCB.

Blader, S. L. Organizational identification and workplace behavior: more than meets the eye / S. L. Blader, S. Patil, D. J. Packer. – Text : unmediated // Research in organizational behavior. – 2017. – Vol. 37. – P. 19-34.

Organizational identification is a theoretically profound and practically important construct. It fundamentally transforms the relationship between employees and their work organizations, because highly identified employees integrate their organizational memberships with their sense of who they are. This transformation enhances highly identified employees' work performance and contributions to the organization. However, despite considerable research on the benefits of organizational identification for employee behavior, theorizing about this effect and its underlying mechanisms remains underdeveloped. In particular, there has not been sufficient theoretical development regarding the specific types of work behaviors that follow from organizational identification, the psychological mechanisms that underlie these behavioral consequences, or observers' evaluations of these behaviors and those enacting them. To address these issues, we present a framework of the behavioral consequences of organizational identification as well as observers' reactions to them. Our framework highlights two distinct motivational orientations that underlie organizational identification, one that reliably leads to conformist work behaviors and one that may lead to deviant work behaviors that violate the status quo to advance organizational interests. Moreover, our framework highlights that reactions to these behaviors will differ depending on the organization's emphasis on means versus ends. Overall, we emphasize that the benefits of organizational identification for work behavior are not as straightforward or as widely recognized as implied in prior research.

Brown, R. Social identity theory: past achievements, current problems and future challenges / R. Brown. – Text : unmediated // European Journal of social psychology. – 2000. – Vol. 30, № 6. – P. 745-778.

This article presents a critical review of Social Identity Theory. Its major contributions to the study of intergroup relations are discussed, focusing on its powerful explanations of such phenomena as ingroup bias, responses of subordinate groups to their unequal status position, and intragroup homogeneity and stereotyping. In addition, its stimulative role for theoretical elaborations of the Contact Hypothesis as a strategy for improving intergroup attitudes is noted. Then five issues which have proved problematic for Social Identity Theory are identified: the relationship between group identification and ingroup bias; the self-esteem hypothesis; positive – negative asymmetry in intergroup discrimination; the effects of intergroup similarity; and the choice of identity strategies by low-status groups. In a third section a future research agenda for the theory is sketched out, with five lines of enquiry noted as being particularly promising: expanding the concept of social identity; predicting comparison choice in intergroup settings; incorporating affect into the theory; managing social identities in multicultural settings; and integrating implicit and explicit processes. The article concludes with some remarks on the potential applications of social identity principles.

Cheney, G. Coming to terms with organizational identification and commitment / G. Cheney, P. K. Tompkins. – Text : unmediated // Central states speech journal. – 1987. – Vol. 38, № 1. – P. 1–15.

The concepts of organizational identification and organizational commitment are examined in an effort to explicate both their interrelations and their distinctiveness. The essay establishes identification as a term referring to the “substance” of individual-organizational relationships and commitment as referring to their form.

Chou, S. Y. The costs of being rejected / S. Y. Chou, T. Chang. – Text : unmediated // Team performance management. – 2016. – Vol. 22, № 3/4. – P. 181-203.

This paper aims to develop a theoretical model describing how newcomers’ team-member exchange (TMX), team identification and workplace loneliness may be affected by existing team members’ rejections to the newcomers’ interpersonal helping behavior (IHB). A theoretical analysis was performed. The authors propose the following propositions. First, higher levels of IHB rejections result in lower levels of TMX and team identification and higher levels of workplace loneliness experienced by a newcomer. Second, a newcomer’s TMX mediates the relationship between IHB rejections and the newcomer’s workplace loneliness and team

identification. Finally, a newcomer's team identification mediates the relationship between IHB rejections and the newcomer's workplace loneliness.

Dutton, J. E. Organizational images and member identification / J. E. Dutton, J. M. Dukerich, C. V. Harquail. – Text : unmediated // *Administrative science quarterly*. – 1994. – Vol. 39, № 2. – P. 239–263.

We develop a model to explain how images of one's work organization shape the strength of his or her identification with the organization. We focus on two key organizational images: one based on what a member believes is distinctive, central, and enduring about his or her organization and one based on a member's beliefs about what outsiders think about the organization. According to the model, members assess the attractiveness of these images by how well the image preserves the continuity of their self-concept, provides distinctiveness, and enhances self-esteem. The model leads to a number of propositions about how organizational identification affects members' patterns of social interaction.

Edwards, M. R. Organizational identification: a conceptual and operational review / M. R. Edwards. – Text : unmediated // *International journal of management reviews*. – 2005. – Vol. 7, № 4. – P. 207-230.

There is a growing body of literature presenting the argument that processes of organizational identification (OI) are extremely important in helping to ensure that staff work towards the interests of the organization. There are, however, a number of problems with the way that the notion of OI has been conceptualized and operationalized in the extant literature. This paper examines how OI has been defined and measured over a number of decades. A number of problems are identified with how OI has been conceptualized by researchers, including, for example, issues about whether there is an affective element to identification and how the construct relates to organizational commitment. The paper also includes a review of previous approaches to measuring the concept of OI and raises some key problems with existing research tools. The paper concludes by arguing for a particular conceptualization of OI which helps to clarify the complex relationship between identification and organizational commitment, while at the same time accommodating previous definitions of the construct.

Ellemer, N. Motivating individuals and groups at work: a social identity perspective on leadership and group performance / N. Ellemer, D. De Gilder, S A. Haslam. – Text : unmediated // Academy of management review. – 2004. – Vol. 29, № 3. – P. 459-478.

We argue that additional understanding of work motivation can be gained by incorporating current insights concerning self-categorization and social identity processes and by examining the way in which these processes influence the motivation and behavior of individuals and groups at work. This theoretical perspective that focuses on the conditions determining different self-definitions allows us to show how individual and group processes interact to determine work motivation. To illustrate the added value of this approach, we develop some specific propositions concerning motivational processes underpinning leadership and group performance.

Elsbach, K. D. An expanded model of organizational identification / K. D. Elsbach. – Text : unmediated // Research in organizational behavior. – 1999. – Vol. 21. – P. 163–200.

Investigates recent empirical findings suggesting that organizational identification may be defined in more complex and adaptive ways. Recent research suggests that peoples' social identities may be based on both positive and negative cognitive relationships with organizations, as well as conflicted relationships and neutral relationships. Based on these findings the author develops a theory of organizational identification that includes three new cognitive processes by which individuals may define themselves: organizational disidentification, organizational schizo-identification, and organizational neutral-identification. The author then discusses how adding these cognitions to models of organizational identity extends the application of these models and further illuminates the adaptive and flexible nature of the human self-concept in organizational settings.

Gioia D. A. From individual to organizational identity / D. A. Gioia. – Text : unmediated // Identity in organizations: building theory through conversations / eds. by D.A. Whetten, P. C. Godfrey. – Thousand Oaks, CA, US: Sage Publications, Inc., 1998. – P. 17–31.

This overview chapter on the identity of organizations begins by briefly acknowledging our debt to early philosophers and psychological and sociological thinkers in their musings about personal identity. Then, a few pages are devoted to an admittedly and unquestionably subjective overview

of some of the conceptual and empirical work inspired by S. Albert and D. Whetten's elevation of the identity notion to the macro level. A brief overview of 3 different lenses for conceptualizing and studying organizational identity is provided.

Haslam, S. A. Psychology in organizations: a social identity approach (2nd ed.) / S. A. Haslam. – London: Sage, 2004. – 336 p. – ISBN 0-7619-4230-0. – Text : unmediated.

Alex Haslam has thoroughly revised and updated his groundbreaking original text with this new edition. While still retaining the highly readable and engaging style of the best-selling first edition, he presents extensive reviews and critiques of major topics in organizational psychology – including leadership, motivation, communication, decision making, negotiation, power, productivity and collective action - but with much more besides.

He, H. Organizational identity and organizational identification: a review of the literature and suggestions for future research / H. He, A. D. Brown. – Text : unmediated // Group and organization management. – 42013. – Vol. 38, № 1. – P. 3-35.

In this article, we present an overview of the literatures on organizational identity and organizational identification. We provide overviews of four major approaches to organizational identity: functionalist, social constructionist, psychodynamic, and postmodern. The literature on organizational identification, by contrast, exhibits greater consensus due to the hegemonic power of social identity theory, and is predominantly functionalist. We review recent research on organizational identification regarding performance outcomes and antecedents (mainly focusing on leadership and the social exchange perspective), and in relation to change and virtual contexts. Some suggestions for further research are then offered. Finally, an overview of the articles in this special issue is presented.

Hogg, M. A. Social identity and self-categorization processes in organizational contexts / M. A. Hogg, D. I. Terry. – Text : unmediated // Academy of management review. – 2000. – Vol. 25, № 1. – P. 121-140.

Although aspects of social identity theory are familiar to organizational psychologists, its elaboration, through self-categorization theory, of how social categorization and prototype-based depersonalization actually produce social identity effects is less well known. We describe these processes, relate self-categorization theory to social identity theory,

describe new theoretical developments in detail, and show how these developments can address a range of organizational phenomena. We discuss cohesion and deviance, leadership, subgroup and sociodemographic structure, and mergers and acquisitions.

Meyer, J. P. Social identities and commitments at work: toward an integrative model / J. P. Meyer, T. E. Becker, R. Van Dick. – Text : unmediated // *Journal of organizational behavior*. – 2006. – Vol. 27, № 5. – P. 665-683.

Although social identities and work-related commitment are important aspects of employee attachment, distinctions between and relations among the two have not been clearly articulated. In this conceptual piece, we propose that identity and commitment are distinguishable in terms of their essential meaning, foci of attachment, mindsets, volitionality, and behavioral implications. We further suggest that situated and deep structure social identities are differentially antecedent to exchange-based and value-based commitments, and that commitment mediates, at least partially, the effects of identities on motivation and work behavior. Finally, we consider the implications of multiple identities for employees in different kinds of collectives (nested and cross-cutting).

Randel, A. E. Inclusive leadership: realizing positive outcomes through belongingness and being valued for uniqueness / A. E. Randel, B. M. Galvin, L. M. Shore [et al.]. – Text : unmediated // *Human resource management review*. – 2018. – Vol. 28, № 2. – P. 190-203.

We introduce a theoretically-grounded conceptualization of inclusive leadership and present a framework for understanding factors that contribute to and follow from inclusive leadership within work groups. We conceptualize inclusive leadership as a set of positive leader behaviors that facilitate group members perceiving belongingness in the work group while maintaining their uniqueness within the group as they fully contribute to group processes and outcomes. We propose that leader pro-diversity beliefs, humility, and cognitive complexity increase the propensity of inclusive leader behaviors. We identify five categories of inclusive leadership behaviors that facilitate group members' perceptions of inclusion, which in turn lead to member work group identification, psychological empowerment, and behavioral outcomes (creativity, job performance, and reduced turnover) in the pursuit of group goals. This framework provides theoretical grounding for the construct of inclusive leadership while

advancing our understanding of how leaders can increase diverse work group effectiveness.

Rousseau, D. M. Why workers still identify with organizations / D. M. Rousseau. – Text : unmediated // Journal of organizational behavior. – 1998. – Vol. 19, № 3. – P. 217–233.

Supports the idea that despite radical upheavals in the global workforce, identification mechanisms continue to be evident in firms along with the pervasive human drive to identify with the social system of which humans are a part. It is suggested that differentiating the levels of identification which occur in organizations promotes better understanding of identification issues in the contemporary workforce. Situated identification offers potential for more effectively organizing new forms of work by signaling a collective sense of common interest across workers with different employee status. It is also suggested that deep structure identification is characteristic of high involvement work systems, and for workers of full-time, permanent, or core roles who access a broader array of organizational rewards. The author continues that although deep structure identification can be expected to promote employee retention and flexibility in response to change, it is not appropriate for all forms of employment relations. While workers still identify with organizations in many settings, the meaning of that identification has and is likely to continue to change.

Sluss, D. M. Relational identity and identification: defining ourselves through work relationships / D. M. Sluss, B. E. Ashforth. – Text : unmediated // Academy of management review. – 2007. – Vol. 32, № 1. – P. 9-32.

We explore the meaning and significance of relational identity and relational identification, predicated on the role-relationship between two individuals. We argue that relational identity integrates person- and role-based identities and thereby the individual, interpersonal, and collective levels of self; contrast relational identity and relational identification with social identity and social identification; contend that relational identity and relational identification are each arranged in a cognitive hierarchy ranging from generalized to particularized schemas; and contrast relational identification with relational disidentification and ambivalent relational identification.

Social identity processes in organizational contexts / eds. by M. A. Hogg, D. J. Terry. – Philadelphia, PA: Psychology press, 2001. – ISBN 978-1-84169-057-5. – Text : unmediated.

This new volume is the first to bring together social and organizational psychologists to explore social identity theory in organizational contexts. The chapters are wide ranging – they deal with basic social identity theory, organizational diversity, leadership, employee turnover, mergers and acquisitions, organizational identification, cooperation and trust in organizations, commitment and work, and socialization and influence within organizations. This book is an integrative platform for a closer relationship between social psychologists and organizational psychologists who study social identity processes in organizations.

Tyler, T. R. The group engagement model: procedural justice, social identity, and cooperative behavior / T. R. Tyler, S. L. Blader. Text : unmediated // *Personality and social psychology review*. – 2003. – Vol. 7, № 4. – P. 349-361.

The group engagement model expands the insights of the group-value model of procedural justice and the relational model of authority into an explanation for why procedural justice shapes cooperation in groups, organizations, and societies. It hypothesizes that procedures are important because they shape people's social identity within groups, and social identity in turn influences attitudes, values, and behaviors. The model further hypothesizes that resource judgments exercise their influence indirectly by shaping social identity. This social identity mediation hypothesis explains why people focus on procedural justice, and in particular on procedural elements related to the quality of their interpersonal treatment, because those elements carry the most social identity-relevant information. In this article, we review several key insights of the group engagement model, relate these insights to important trends in psychological research on justice, and discuss implications of the model for the future of procedural justice research.

Van Dick, R. My job is my castle: identification in organizational contexts / R. Van Dick. – Text : unmediated // *International review of industrial and organizational psychology*. – 2004. – Vol. 19. – P. 171-204.

Due to growing globalization, cross-national alliances, (international) organizational mergers, restructuring, delayering, or outsourcing, one could assume that the psychological bond between employee and employing organization has become weaker. Also, new forms of work and enterprises like telecommuting or other types of virtual organizations should psychologically distract employees even more from their organizations. One could also argue, however, that some kind of psychological attachment between organization and organizational member is more important for both the individual's well-being and the organization's success because of these rapid changes. The present overview of organizational identification argues in exactly this direction and holds some empirical evidence for this (e.g., Wiesenfeld, Raghuram, & Garud, 2001). The aim of this chapter is to give an overview of the antecedents, elements, and consequences of social identification in organizational contexts and thus the relevance of the concept for the analysis of Organizational behavior. This will be done particularly in two domains where change processes are going on steadily and increasingly — organizational mergers and group productivity.

3. ЭМПИРИЧЕСКИЕ ИССЛЕДОВАНИЯ

Бурмистрова, О. Н. Связь видов организационной идентификации с оценкой эффективности деятельности руководителя и реализацией им основных управленческих функций / О. Н. Бурмистрова. – Текст : непосредственный // Вестник ВолГУ. Серия 11. Естественные науки. – 2012. – № 2 (4). – С. 78-84.

Дается обзор нового подхода к рассмотрению понятия «организационная идентификация». Анализируются такие виды организационной идентификации, как: дезидентификация, амбивалентная и нейтральная идентификация. Предлагаются результаты исследования связи организационной идентификации сотрудников и оценки ими эффективности деятельности руководителя.

Гулевич, О. А. Оценка справедливости управленческих решений как фактор организационной идентификации / О. А. Гулевич, В. Ф. Спиридонов, И. К. Безменова [и др.]. – Текст : непосредственный // Вопросы психологии. – 2011. – № 2. – С. 121-127.

Одним из условий, определяющих эффективность трудовой деятельности, является оценка справедливости организационных решений. Психологические исследования показывают, что она оказывает влияние на отношение сотрудников к своим коллегам и руководителям, удовлетворенность работой и оценку организации. Возникает вопрос: насколько универсально это влияние, в какой степени оно зависит от индивидуальных особенностей сотрудников? Было проведено исследование 287 сотрудников государственных и коммерческих организаций. Они оценивали справедливость приема на работу/аттестации, отношение к организации, а также заполняли опросники для измерения мотивации достижения, аффилиации и самооффективности. Исследование показало, что оценка справедливости организационного взаимодействия действительно предсказывает отношение к организации, но ее роль зависит от мотивации человека.

Идентичность и организация в меняющемся мире: сборник научных статей / Под ред. Н. Л. Ивановой, В. А. Штроо, Н. М. Лебедевой. – М.: Изд. дом ГУ-ВШЭ, 2009. – 328 с. – ISBN: 978-5-7598-0614-1. – Текст : непосредственный.

В сборнике представлены работы сотрудников, аспирантов и студентов кафедры организационной психологии Высшей школы эко-

номики и их коллег с кафедры социальной психологии МГУ им. М. В. Ломоносова, посвященные социально-психологическому изучению динамичных изменений российского общества на всех уровнях его функционирования: больших и малых социальных групп и на индивидуальном уровне. Сборник состоит из двух разделов. В первом разделе «Изменения социальной идентичности и общественного сознания» представлены результаты теоретико-эмпирических исследований разных видов социальной идентичности (гражданской, этнической, религиозной, гендерной) и анализа динамики общественного (политического, религиозного) сознания. Второй раздел «Социальная психология организационного поведения» посвящен исследованиям в сфере организационной культуры и организационного поведения, динамике социально-психологических процессов в малых группах и кросскультурным исследованиям в международной компании.

Климов, А. А. Восприятие целостности рабочей группы и организации как предикторы гражданского поведения в организации / А. А. Климов. – Текст : непосредственный // Психология. Журнал Высшей школы экономики. – 2015. – № 1. – С. 131-144.

В исследованиях психологической связи индивида и организации чаще всего используют такие конструкты, как «приверженность» и «идентификация». Воспринимаемая целостность социальной группы в организационном контексте изучается значительно реже. Задача статьи — восполнить этот пробел. Исследование проводилось в 2013 г. на крупном заводе в г. Вологде. Выборку составили работники (N = 124) из 21 рабочей группы, в возрасте от 19 до 62 лет, среди которых 76% мужчин, проработавших на этом предприятии в среднем 9 лет. Батарейка методик включала инструменты для диагностики: воспринимаемой целостности рабочей группы и организации; идентификации с рабочей группой и организацией; гражданского поведения в организации. Предполагалось, что работник стремится действовать на благо той группы (рабочей группы или организации в целом), с которой он чувствует психологическую связь, а следствием этого будет возникновение гражданского поведения, которое выгодно как для работника, так и для организации. Оказалось, что целостность рабочей группы оценивается респондентами значительно выше целостности организации. Целостность рабочей группы предсказывает идентификацию с организацией в целом и с рабочей группой, но не гражданское поведение в организации. Значимые связи гра-

жданственного поведения и организационной идентификации оказались недостаточно сильными. Единственным надежным предиктором оказалась эмоциональная идентификация с организацией. Связей гражданственного поведения и идентификации с рабочей группой на статистически значимом уровне не обнаружено. Компоненты идентификации с рабочей группой предсказывают только некоторые частные формы гражданственного поведения, например, «самостереотипизация» в рабочей группе негативно связана с «совершенствованием выполнения».

Климов, А. А. Идентификация с организацией и рабочей группой как фактор экстраролевого поведения работника: дис. ... канд. психол. наук: 19.00.05 / А. А. Климов; Нац. исследовательский ун-т «Высшая школа экономики». – М., 2015. – 159 с. – Текст : непосредственный.

Климов, А. А. Экстраролевое поведение учителей: роль идентификации с коллективом, стажа и школы как образовательной организации / А. А. Климов. – Текст : непосредственный // Экономические и социальные перемены: факты, тенденции, прогноз. – 2014. – Т. 6, № 36. – С. 253-269.

В статье рассматривается экстраролевое поведение учителей и их идентификация со школьным коллективом в условиях модернизации системы образования и оптимизации сети образовательных учреждений в России. Понимание роли экстраролевого поведения как важного компонента трудовой эффективности поможет руководителям образовательных организаций использовать полученные эффекты в процедурах подбора, отбора, аттестации учителей, развития кадрового резерва. Среди множества факторов-предикторов экстраролевого поведения были выбраны три: стаж, школа как организация и идентификация со школьным коллективом. Регрессионные модели, построенные на данных школьных учителей г. Вологды (N = 78, 6 школ), объясняли экстраролевое поведение, связанное с изменением функционирования организации и поведением, направленным на коллег. Предсказательная способность предикторов оказалась разной: для стажа – 0,10, для принадлежности к той или иной школе – 0,06, для идентификации со школьным коллективом – 0,02. Новички проявляют экстраролевое поведение значительно реже.

Ловаков, А. В. Организационная идентификация и представления работников об организационной культуре / А. В. Ловаков, С. А. Липатов. – Текст : непосредственный // Вестник университета (Государственный университет управления). – 2010. – № 23. – С. 50-54.

В статье рассматриваются особенности связи между основными компонентами организационной идентификации: когнитивный компонент (самокатегоризация, разделение организационных целей и ценностей), валентность идентификации, эмоциональная привязанность) и представлениями работников об организационной культуре. Результаты исследования показали, что уровень организационной идентификации связан с организационной культурой опосредовано. Модерирующей переменной здесь выступает уровень соответствия между индивидуальными и организационными ценностями.

Наумцева, Е. А. Взаимосвязь психологической готовности к организационным изменениям и организационной идентификации / Е. А. Наумцева, А. А. Климов. – Текст : непосредственный // Вектор науки ТГУ. Серия: Педагогика, психология. – 2017. – № 3 (30). – С. 71-75.

Целью исследования являлось установление взаимосвязи между организационной идентификацией и психологической готовностью к организационным изменениям и изучение опосредующего влияния удовлетворенности работой на взаимосвязь организационной идентификации и готовности к организационным изменениям. В выборку вошли сотрудники девяти государственных и коммерческих компаний, которые находятся в ситуации организационных перемен (N=221). Изменения в этих компаниях носят однотипный характер: в каждой из организаций предстояло внедрение новых стандартов работы, затрагивающее большинство сотрудников. Сотрудники организаций были осведомлены о предстоящих организационных изменениях. Множественный регрессионный анализ показал, что удовлетворенность работой выступает в роли медиатора для взаимосвязи между организационной идентификацией и готовностью к изменениям, и эта взаимосвязь имеет сложный характер. Удовлетворенность работой частично опосредует взаимосвязь идентификации и готовности. Удовлетворенность работой выступает более точным предиктором

психологической готовности к организационным изменениям, чем организационная идентификация.

Несмеянова, Р. К. Взаимосвязь восприятия и привлекательности корпоративной культуры с организационной идентификацией сотрудников / Р. К. Несмеянова, С. А. Липатов – Текст : электронный // Организационная психология. – 2017. – Т. 7, № 3. – С. 67-84. URL: <http://orgpsyjournal.hse.ru> (дата обращения: 08.04.2019).

В статье рассматривается проблема взаимосвязи воспринимаемой корпоративной культуры и организационной идентификации сотрудников. В статье приведен краткий теоретический обзор данной проблемы и представлены результаты проведенного эмпирического исследования. Его целью было прояснение характера взаимосвязи между оценками корпоративной культуры работниками организации и их организационной идентификацией, а также проверка непосредственной функции такой переменной, как привлекательность организационной культуры — либо в качестве модератора, либо в качестве медиатора в данной взаимосвязи. В исследовании приняли участие 67 респондентов. Все они являются сотрудниками коммерческих организаций. Сбор данных проводился в один этап: участникам предлагалось заполнить анкету, составленную из четырех блоков. Данные были математически обработаны с помощью корреляционного анализа и анализа частных коэффициентов корреляции. Получены данные о том, что уровень идентификации с подразделением положительно связан с уровнем идентификации с организацией в целом.

Несмеянова, Р. К. Особенности взаимосвязи субъективного образа корпоративной культуры и некоторых характеристик отношения сотрудников к организации / Р. К. Несмеянова, С. А. Липатов – Текст : электронный // Организационная психология. – 2018. – Т. 8, № 1. – С. 122-145. URL: <http://orgpsyjournal.hse.ru> (дата обращения: 08.04.2019).

Целью исследования было выявление особенностей и структуры взаимосвязи субъективного образа корпоративной культуры и некоторых характеристик отношения сотрудников к организации (потребность в идентификации, тип привязанности к организации и соответствие индивидуальных и организационных ценностей) с их организационной идентификацией. Методология. Респондентами стали

сотрудники коммерческих предприятий, всего 241 человек. Сбор данных проводился в один этап, предлагалось заполнить анкету, составленную из пяти опросников. Полученный материал был обработан с помощью факторного анализа и структурного моделирования, а также наглядно представлен в виде моделей — диаграмм путей. Результаты. Переменные распределились по четырём факторам. В первый вошли избегающий и амбивалентный типы привязанности. Второй содержит переменные: идентификация, потребность в идентификации, соответствие индивидуальных и организационных ценностей и привлекательность корпоративной культуры. Третий фактор составили нейтральная и амбивалентная идентификация, а также дезидентификация. В четвёртый фактор объединились закрытый, синхронный и открытый воспринимаемые типы культуры (описанные в рамках «парадигмального» подхода Л. Константина).

Несмеянова, Р. К. Связь социально-демографических характеристик сотрудников с их организационной идентификацией и привлекательностью для них корпоративной культуры / Р. К. Несмеянова. — Текст : непосредственный // Социальная психология и общество. — 2018. — Т. 9, № 1. — С. 67-77.

В статье представлены результаты сравнения взаимосвязей индивидуальных характеристик сотрудников (пол, возраст, образование, должность и трудовой стаж на данном предприятии) с формирующимися у них видами организационной идентификации, уровнем потребности в ней, а также степенью привлекательности корпоративной культуры. В исследовании приняли участие 252 респондента (185 женщин, 67 мужчин), все — представители коммерческих организаций. Сбор данных проводился в один этап, предлагалась анкета, включающая в себя три методики. Получены данные, что руководители реже, чем исполнители, испытывают негативные, неоднозначные или нейтральные чувства по отношению к своей организации. Чем старше сотрудники, тем выше уровень их идентификации с ней. Сильнее всего идентифицируются со своим предприятием наиболее старшие сотрудники, а также работники, имеющие большой трудовой стаж. Таким образом, была выявлена связь между социально-демографическими характеристиками работников и исследуемыми организационными переменными.

Несмеянова, Р. К. Субъективное представление о корпоративной культуре и организационная идентификация: особенности взаимосвязи / Р. К. Несмеянова. – Текст : непосредственный // Вестник московского университета. Серия 14. Психология. – 2017. – № 1. – С. 88-104.

Изучалось наличие влияния переменной «соответствие индивидуальных и организационных ценностей» на взаимосвязь между воспринимаемым типом корпоративной культуры и организационной идентификацией сотрудников, а также роль этой переменной в данной взаимосвязи — в качестве модератора или в качестве медиатора. Респонденты — 92 сотрудника коммерческих предприятий (56 женщин, 36 мужчин; средний возраст 28.6 года). Методики: опросник «Шкалы организационных парадигм» Л. Константина; «Опросник организационной культуры OCS» С. Глейзер и др. в адаптации Е.В. Кузавлёва; опросник «Идентификация с организацией/ подразделением» Б. Эшфорта и Ф. Маела в модификации Ю. Липпонена; методика «Соответствие индивидуальных и организационных ценностей» Ч. О'Райли и др. в адаптации Е.В. Кузавлёва. Использовался метод корреляционного анализа. Полученные результаты свидетельствуют о том, что переменная «соответствие индивидуальных и организационных ценностей» выступает в качестве модератора между переменными «открытый воспринимаемый тип корпоративной культуры» и «идентификация с организацией», т.е. является промежуточной переменной, оказывающей влияние на прочность и/или направление их связи. Чем в большей мере, по мнению работника, его ценности совпадают с ценностями организационной культуры открытого типа, тем сильнее он идентифицируется с ней.

Нестик, Т. А. Социально-психологическая детерминация отношения к совместному будущему у сотрудников российских организаций / Т. А. Нестик. – Текст : электронный // Организационная психология. – 2013. – Т. 3, № 3. – С. 2-41. URL: <http://orgpsyjournal.hse.ru> (дата обращения: 08.04.2019).

Анализируются подходы к изучению отношения к будущему в организациях (исследования в области лидерского видения, принятия стратегических решений, стратегического менеджмента, прорывных инноваций, а также корпоративного форсайта). Выделяются его социально-психологические, организационные и институциональные

факторы. Приводятся результаты серии эмпирических исследований отношения к будущему своей организации среди рядовых сотрудников и руководителей российских коммерческих организаций (N = 169, N = 98, N = 803), а также учителей общеобразовательных школ (N = 51). Делается вывод о том, что ключевую роль в формировании позитивной оценки коллективного будущего играют процессы групповой интеграции: групповая идентификация и внутригрупповое доверие. Выделены три механизма формирования образа коллективного будущего: 1) групповая рефлексия по поводу совместного будущего; 2) групповая идентификация на основе формируемого лидерами позитивного образа совместного будущего (лидерского видения); 3) коллективные тревожные состояния и защитные механизмы, запускаемые воспринимаемой угрозой существованию группы. Групповая рефлексия повышает способность управленческой команды адаптироваться к меняющимся условиям (стратегическую гибкость), тогда как групповая идентификация на основе позитивного образа будущего повышает приверженность совместным целям, несмотря на меняющиеся условия совместной деятельности. Механизм групповой рефлексии более характерен для групп с позитивной групповой идентичностью, высоким доверием и сплоченностью.

Сидоренков, А. В. Доверие и идентичность как факторы эффективности производственных групп / А. В. Сидоренков, И. И. Сидоренкова, Н. Ю. Ульянова. – Текст : непосредственный // Психологический журнал. – 2016. – Т. 37, № 2. – С. 29-42.

Изучался вклад доверия и идентичности в детерминацию групповой эффективности. В рамках развиваемой одним из авторов микрогрупповой теории рассматривались модели доверия, идентичности, групповой эффективности, выделены уровни и виды доверия, уровни и компоненты идентичности в группе. На выборке из 37 производственных групп (N = 331 чел.) изучен вклад переменных доверия и идентичности в параметры воспринимаемой членами группы предметно-деятельностной и социально-психологической эффективности группы и неформальных подгрупп. Использован многофакторный дизайн исследования, осуществленный с помощью метода регрессионного анализа. Установлено, что на предметно-деятельностную эффективность группы действуют микрогрупповое доверие и микрогрупповая идентичность. В социально-психологическую эффективность группы вносят позитивный вклад групповое и

межличностное доверие, групповая и межличностная идентичность. Наиболее сильный позитивный вклад в социально-психологическую эффективность неформальных подгрупп вносят микрогрупповое доверие и микрогрупповая идентичность, межличностное доверие и межличностная идентичность. Определено, что уровни доверия и идентичности вносят комплексный вклад в воспринимаемую членами группы предметно-деятельностную и социально-психологическую эффективность группы и неформальных подгрупп; при этом отличительной особенностью является разнонаправленный вектор действия различных уровней доверия и идентичности на параметры эффективности группы.

Сидоренков, А. В. Идентичность и вклад работников в деятельность малой производственной группы / А. В. Сидоренков, Е. С. Сальникова, В. А. Штроо. – Текст : непосредственный // Психология. Журнал Высшей школы экологии. – 2019. – Т. 16, № 3. – С. 551-561.

Цель исследования — изучить связи трех уровней идентичности (групповой, микрогрупповой и межличностной) по трем компонентам в каждом (когнитивному, аффективному и поведенческому) со вкладом работников в деятельность производственных групп. Выборка включала 302 сотрудников из 35 малых производственных групп в организациях с разным профилем деятельности. Для сбора эмпирических данных были использованы «Опросник межличностной идентичности», «Опросник микрогрупповой и групповой идентичности» и «Субшкала вклада в деятельность» из «Опросника лидерства, вклада и стиля межличностного поведения». Указанные методики включены в компьютерную технологию «Групповой профиль – Универсал», посредством которой проводилось обследование участников. Для анализа полученных данных использовался регрессионный анализ. Обнаружено, что предиктором вклада работников в деятельность группы является групповая идентичность по трем компонентам, а также межличностная и микрогрупповая идентичность по аффективному компоненту. Более сильным предиктором (по количеству компонентов идентичности и значимости связи) является групповая идентичность. Среди трех компонентов наиболее представленным в выявленных связях оказался аффективный компонент.

Сидоренков, А. В. Связь внутригрупповых идентичностей работников с их вкладом в деятельность малой группы: роль включенности-не включенности в подгруппы / А. В. Сидоренков, Е. С. Сальникова, Е. Ф. Бороховский. – Текст : непосредственный // Российский психологический журнал. – 2019. – Т. 16, № 2. – С. 142-163.

Целью данного исследования является изучение связи групповой, микрогрупповой и межличностной идентичностей по трем компонентам (когнитивному, аффективному и поведенческому) с вкладом работников в деятельность производственных групп в зависимости от их включенности и не включенности в неформальные подгруппы. Были использованы формализованный алгоритм выделения неформальных подгрупп в группе, опросник межличностной идентичности и опросник микрогрупповой и групповой идентичности, шкала вклада в групповую деятельность. Эти методы включены в компьютерную технологию «Групповой профиль Универсал», и обследование участников с последующей первичной обработкой данных осуществлялось посредством этой технологии. Микрогрупповая аффективная идентичность членов подгрупп положительно связана с их вкладом в групповую деятельность, а групповая когнитивная и аффективная идентичность и межличностная аффективная идентичность не включенных в подгруппы членов с их вкладом в группу. Дополнительно выявлены две нелинейные (квадратичные) связи межличностной и групповой поведенческой идентичностей членов подгрупп с их вкладом в групповую деятельность. Такая связь является более значимой для межличностной, чем групповой идентичности.

Сидоренков, А. В. Соотношение групповой, микрогрупповой и межличностной идентичности работников в производственных группах / А. В. Сидоренков, В. А. Дорофеев. – Текст : непосредственный // Социальная психология и общество. – 2016. – Т. 7, № 3. – С. 60-75.

Представлены результаты анализа связей между разными уровнями идентичности работников (групповой, микрогрупповой и межличностной) по трем компонентам (когнитивному, аффективному и поведенческому) в 37 производственных группах разного профиля деятельности. Установлена значимая линейная связь между микрогрупповой и межличностной идентичностью (по всем компонентам),

высокая линейная связь между групповой и микрогрупповой идентичностью (только по аффективному компоненту) и отсутствие связи между компонентами групповой и межличностной идентичности. В совокупности взаимовлияний групповой, микрогрупповой и межличностной идентичности выявлено более высокое влияние групповой идентичности на микрогрупповую (по всем компонентам) и межличностную (по когнитивному и поведенческому компонентам). Обнаружена нелинейная связь между групповой и микрогрупповой идентичностью по всем компонентам. Она выражается в том, что повышение выраженности того или иного компонента групповой идентичности сопровождается снижением проявления соответствующего компонента микрогрупповой идентичности. Это происходит до определенного момента, после которого дальнейшее усиление компонентов групповой идентичности приводит, наоборот, к повышению выраженности компонентов микрогрупповой идентичности.

Устинова, О. В. Формирование идентичности персонала крупного предприятия розничной торговли / О. В. Устинова, Н. Г. Хайруллина. – Текст : непосредственный // Современные проблемы науки и образования. – 2014. – № 5. – С. 33-41.

Корпоративная идентичность оказывает влияние на эффективность работы предприятия, повышая сплоченность сотрудников, увеличивая производительность, способствуя развитию трудовой дисциплины, мотивации и взаимодействию сотрудников. В статье анализируются результаты авторского исследования особенностей формирования корпоративной идентичности сотрудников на крупном предприятии розничной торговли. Выявляются организационные проблемы – низкая оценка сотрудниками непосредственного руководителя, неэффективность системы обучения и развития, препятствующие развитию корпоративной идентичности персонала.

Abrams, D. Psychological attachment to the group: cross-cultural differences in organizational identification and subjective norms as predictors of workers' turnover intentions / D. Abrams, K. Ando, S. Hinkle. – Text : unmediated // Personality and social psychology bulletin. – 1998. – Vol. 24, № 10. – P. 1027-1039.

Two studies used the theory of reasoned action, social identity theory, and Ashforth and Mael's work on organizational identification to predict turnover intentions in Japanese and British commercial and

academic organizations. In both studies and in both countries, the authors expected and found that identification with the organization substantially and significantly predicted turnover intentions. Attitudes predicted intentions only in Study 2, and subjective norms significantly predicted intentions across both studies. The authors hypothesized that subjective norms would be a significantly stronger predictor of turnover intentions in a collectivist setting. This prediction was supported. Although social identity is strongly associated with turnover intentions across both cultures, the subjective normative aspects of group membership are significantly more strongly associated in the Japanese organizations.

Ahearne, M. Antecedents and consequences of customer-company identification: expanding the role of relationship marketing / M. Ahearne, C. B. Bhattacharya, T. Gruen. – Text : unmediated // *Journal of applied psychology*. – 2005. – Vol. 90, № 3. – P. 574-585.

This article presents an empirical test of organizational identification in the context of customer-company (C-C) relationships. It investigates whether customers identify with companies and what the antecedents and consequences of such identification are. The model posits that perceived company characteristics, construed external image, and the perception of the company's boundary-spanning agent lead to C-C identification. In turn, such identification is expected to impact both in-role behavior (i.e., product utilization) as well as extra-role behavior (i.e., citizenship). The model was tested in a consultative selling context of pharmaceutical sales reps calling on physicians. Results from the empirical test indicated that customers do indeed identify with organizations and that C-C identification positively impacts both product utilization behavior and extra-role behavior even when the effect of brand perception is accounted for. Second, the study found that the organization's characteristics as well as the salesperson's characteristics contributed to the development of C-C identification.

Ahmadian, S. Expanding the boundaries of compulsory citizenship behavior: its impact on some organizational outputs / S. Ahmadian, H. Sesen, S. Soran. – Text : electronic // *Business and economic horizons*. – 2017. – Vol. 13, № 1. – P. 110-118. – URL: <http://dx.doi.org/10.15208/beh.2017.08> (дата обращения: 08.04.2019).

Researches have mainly been focused on Organizational Citizenship Behavior (OCB) positive effects to organizations. On the other hand, Compulsory Citizenship Behavior (CCB) is a rather new subject in both national and international literature. Transformation of organizational citizenship behaviors, which are expected to have positive effects on the organizational success into CCB due to various administrative and social pressures, brings about numerous negative consequences for employees and the organization. But the quantity of studies conducted on this subject is very limited for the time being. In this framework, the main aim of this study is to contribute to literature by analyzing the dynamics of CCB in a different culture and different line of business. In this study, relations between CCB and some positive and negative organizational attitudes and behaviors are examined. 635 people working in various accommodation businesses have participated in this research. Findings have shown that CCB is positively correlated with negative organizational consequences; and negatively correlated with positive organizational attitudes and behaviors. According to this, manager/supervisor related CCBs increase employees' intentions to quit work, their level of burnout, job stress, social loafing behaviors, and conflict with their colleagues; and decrease their innovative behaviors, identification with the organization, and individual oriented OCBs.

Andzulis, J. M. Internal marketing: the moderating role of service climate and mediating role of organizational citizenship behaviors in the relationship between organizational identity and performance / J. M. Andzulis, A. Rapp, R. Agnihotri. – Text : unmediated // Society for marketing advances proceedings. – 2012. – P. 244-245.

Internal Marketing posits that creating the right climate, and managing employees using methods typically reserved for external customers, can be advantageous for a firm in demonstrating to employees the importance of customer service and customer care. While IM has evolved through several stages of understanding and subsequent application since its genesis, the original tenets of the strategy remain largely intact. Employees first learn the values of the organization through the actions of the firm and its leadership before ultimately seeking to emulate those values with internal and external stakeholders as their association with the identity of the firm grows. This paper investigates how Service Climate acts as a moderator in the relationship between an individual's Organizational

Identity and her/his Organizational Citizenship Behaviors, as well as the role OCBs play in mediating the relationship between Organizational Identity and Behavioral and Outcome Based Performance. Support for the latter relationship was found.

Araci, O. Using content analysis to reveal organizational identity orientation / O. Araci. – Text : electronic // Management research review. – 2019. – Vol 42, № 3. – P. 314-331. – URL: <http://dx.doi.org/10.1108/MRR-01-2018-0018> (дата обращения: 08.04.2019).

Organizations face various situations that require to give decisions. There are many factors that influence their decisions. Organizational identity is one of the factors that can be used as an interpretive schema for decisions. Not only for decisions but also for recognition, legitimacy, allocating the organization among the others organizational identity is viewed as a construct that organizations want to protect. This study aims to contribute to measurement of organizational identity. National, daily newspapers were chosen as sample for the study. Influence of organizational identity on decisions is highly reflective for newspapers. When they face conflicting demands, they tend not to make any concession from their identities. They want to behave in compliance with their identities. To reveal organizational identity orientation of newspapers, data were collected based on the 18 interviews with executive editors of newspapers. Content analysis was concluded with ten categories that help in understanding organizational identity orientation. These ten categories were grouped within two broad orientations as business oriented and journalism oriented organizational identity. These categories reveal not only average organizational identity orientation of newspapers industry but also the variations in organizational identity orientation between newspapers.

Arsenault, P. A. Reaping the benefits of strong organizational identities while avoiding the dangers: investigating paradoxical challenges within value-based organizations: dis. PhD / P. A. Arsenault; State university of New York. – Albany, 2016. – Text : unmediated.

This dissertation consists of an introduction, a methods section, three empirical papers, and a conclusion on value-based organizations with strong organizational identities. The introduction outlines literature that describes what value-based organizations are, what benefits they offer to

their members, and what risks and challenges can occur within them. The methods section describes the data collection and data analysis procedures for the three empirical papers. Paper 1 explores some of the strengths and weaknesses of value-based organizations, and some of the paradoxical challenges that can occur within them. Using the competing values framework, the results indicate that the value-based organizations explored in this research relied most heavily on behaviors associated with the Human relations and Rational Goal quadrants, and underemphasized behaviors associated with the Internal Process and Open Systems quadrants. While the results found that value-based organizations should avoid problems that can occur when overemphasizing behaviors associated with the Human relations and Rational Goal quadrants, the results also argue that behavioral strengths can be helpful when they are integrated with other behaviors that managers are trying to improve. Paper 2 explores some various ways that value-based organizations can enhance the commitment of their members. The results found several strategies and work practices that were designed to enhance the commitment of members in one of four different ways, through: (1) attracting members with affinity, (2) socializing members to emulate others, (3) cultivating internal motivation, and (4) inducing external motivation. The findings show that utilizing diverse strategies and work practices is important when members have a multitude of interests and are identified with their organization to varying degrees. Paper 3 explores how value-based organizations can be flexible and adaptable enough to remain viable within a turbulent external environment, while, at the same time, preserving a sense of continuity and stability that helps to maintain the commitment and unity of their members.

Ashforth, B. E. Socialization tactics, proactive behavior, and newcomer learning: integrating socialization models / B. E. Ashforth, D. M. Sluss, A. M. Saks. – Text : unmediated // Journal of vocational behavior. – 2007. – Vol. 70, № 3. – P. 447-462.

The purpose of the study was to examine how socialization processes (socialization tactics and proactive behavior) jointly affect socialization content (i.e., what newcomers learn) and adjustment. Longitudinal survey data from 150 business and engineering graduates during their first 7 months of work indicate that: (1) institutionalized socialization and proactive behavior are each associated with newcomer learning, (2) the socialization processes and learning are each associated with various forms of adjustment, and (3) the socialization processes are

associated with adjustment, while controlling for learning. These findings suggest that *how* newcomers are socialized has substantive and symbolic value over and above *what* they actually learn.

Asplund, K. Strengthened bonds and new ones: identifications shaping employee reactions to talent status (withdrawn) / K. Asplund. – Text : electronic // Academy of management proceedings. – Briarcliff Manor, NY 10510: Academy of management. – 2018. – Vol. 2018, № 1. – P. 13813. – URL: <http://dx.doi.org/10.5465/AMBPP.2018.13813abstract> (дата обращения: 08.04.2019).

Although talent management has become an endemic part of organizations' strategic human resource management, knowledge about its effects on employees is still scarce. In this study, we investigated the role of identification in shaping employee reactions to being awarded talent status. A study of 597 employees in a public-sector organization was performed, drawing on both archival data from a talent review and survey data. A mediated model was tested using structural equation modeling. Identification with two foci - management and organization - mediated the relationship between talent review ratings on the one hand, and turnover intention and organizational citizenship behavior towards organization and supervisor on the other. The study points to the significant role played by social identity dynamics in the link between talent management and employee outcomes.

Astakhova, M. N. Understanding the work passion–performance relationship: the mediating role of organizational identification and moderating role of fit at work / M. N. Astakhova, G. Porter. – Text : unmediated // Human relations. – 2015. – Vol. 68, № 8. – P. 1315-1346.

Despite a burgeoning of research that examines work passion, the relationships between harmonious and obsessive work passion and job performance have received insufficient attention. Using data from 233 employee–supervisor dyads from multiple organizations in Russia, this study examines the mediating role of organizational identification and the moderating roles of three different types of fit perceptions on this relationship. Results indicate that organizational identification mediates the effect of harmonious work passion – but not obsessive work passion – on performance. Only two types of fit perceptions – person–organization and

demands–abilities – were found to moderate the relationship between work passion and performance. Finally, the results showed that person–organization fit perceptions moderate the indirect effect (through organizational identification) of both types of work passion on performance, whereas needs–supplies fit perceptions only moderate the indirect effect of harmonious work passion on performance. This study contributes to the work passion and fit literatures by empirically addressing the complex relationship between work passion, fit, organization identification and job performance.

Astakhova, M. N. When and why does harmonious passion lead to increased performance / M. N. Astakhova, G. Porter – Text : electronic // Academy of management proceedings. – Briarcliff Manor, NY 10510: Academy of management. – 2014. – Vol. 2014, № 1. – P. 10193. URL:<http://dx.doi.org/10.5465/AMBPP.2014.10193abstract> (дата обращения: 08.04.2019).

Despite a burgeoning of research that examines passion for work, passion – performance relationships have received insufficient attention. Using data from 233 employee-supervisor dyads from multiple organizations in Russia, this study simultaneously examine both the "why" and "when" harmonious passion leads to performance. Specifically, we tested the mediating role of organizational identification and the moderating roles of fit perceptions on passion – performance relationships. We found that organizational identification partially mediates the relationships between harmonious passion and performance, whereas person-organization fit attenuates those relationships. Furthermore, we hypothesized and empirically supported the joint effects of person-organization fit and needs-supplies fit on the harmonious passion–performance link. We failed to support the moderating role of demands-abilities fit.

Avanzi, L. The downside of organizational identification: relations between identification, workaholism and well-being / L. Avanzi, R. Van Dick, F. Fraccaroli [et al.]. – Text : unmediated // Work and stress. – 2012. – Vol. 26, № 3. – P. 289-307.

Employee organizational identification has been proposed and found to be positively related to employee health and well-being. The empirical evidence, however, is not unequivocal, and some authors have suggested possible downsides of identification with the organization as a whole or with a group within it. The potential negative effect of over-

identification was tested empirically for the first time in the present paper. Two studies were conducted; Study 1 was cross-sectional and used a sample of Italian law court clerks (N=195) and Study 2 was longitudinal and employed a sample of Italian teachers (N=140 at T2). We proposed a curvilinear mediation model with identification curvilinearly predicting workaholism, and workaholism, in turn, negatively affecting employee well-being. This curvilinear link between organizational identification and workaholism means that workaholism at first decreases with growing identification, but when identification becomes too strong, workaholism increases. The results confirmed our hypotheses, and we discuss theoretical and practical implications.

Baker, D. S. An individual-level examination of the impact of cultural values on organizational identification / D. S. Baker, K. D. Carson, P. P. Carson. – Text : unmediated // Journal of applied management and entrepreneurship. – 2009. – Vol. 14, № 2. – P. 29-43.

The cultural values and beliefs of 137 business-to-business sales force employees of a multinational company operating in the United States, Canada, United Kingdom, Australia, and New Zealand were measured at the individual level to examine their impact on organizational identification. Collectivism, masculinity, uncertainty avoidance, and long-term orientation were found to be significantly correlated with organizational identification. However, power distance was not related. Using stepwise regression analysis, the 3 cultural values that predicted organizational identification (in descending order) were: (a) long-term orientation, (b) collectivism, and (c) uncertainty avoidance. The variance explained by these 3 predictors was 30,4%. This suggests one of the main advantages managers may capitalize upon when attempting to enhance organizational identification is to consider the hiring and retention of candidates who possess these values. This research also adds to the burgeoning body of work confirming the importance of assessing cultural values at the individual level utilizing an international sample.

Barker, J. R. Identification in the self-managing organization / J. R. Barker, P. K. Tompkins. – Text : unmediated // Human communication research. – 1994. – Vol. 21, № 2. – P. 223–240.

Examined the characteristics of worker identification with 2 targets at the same time: the workers' self-managing team and the larger organization that created the teams. 68 workers at a small manufacturing company participated. Data suggest that workers identified more strongly

with their team than with their company, particularly in terms of loyalty. Long-term workers (n = 19) reported more identification with both their team and company than did short-term workers (n = 22). Results support the assertion that a concertive (or team-based) system of control is more powerful, even if less obtrusive, than its bureaucratic predecessor.

Barreto, M. You can't always do what you want: social identity and self-presentational determinants of the choice to work for a low-status group / M. Barreto, N. Ellemers. – Text : unmediated // Personality and social psychology bulletin. – 2000. – Vol. 26, № 8. – P. 891–906.

Group members' choice to work on individual or on group status improvement was examined as a function of degree of ingroup identification (low, high) and accountability of responses (anonymous, accountable to the ingroup). In Experiment 1 (N = 73), in line with the authors' predictions, accountability elicited progroup behavior among low identifiers, whereas individualistic behavior was displayed when participants were anonymous. No similar effect of accountability was observed for high identifiers, who always chose for group status improvement. Experiment 2 (N = 118) replicated and extended these findings. Degree of identification with the ingroup was shown to determine which contextual cues are likely to influence group members' responses. The integration of traditionally separate models of social influence (self-presentation and social identity) is proposed. It is suggested that degree of identification with a group functions as a moderator of which type of influence the group is able to exert.

Bartel, C. A. Social comparisons in boundary-spanning work: effects of community outreach on members' organizational identity and identification / C. A. Bartel. – Text : unmediated // Administrative science quarterly. – 2001. – Vol. 46, № 3. – P. 379-413.

This research investigated how experiences in a boundary-spanning context (community outreach) affected members' organizational identity and identification. Multimethod panel data from 219 participants showed that intergroup comparisons with clients (emphasizing differences) and intragroup comparisons with other organization members (emphasizing similarities) changed how members construed their organization's defining qualities. Intergroup comparisons also enhanced the esteem members derived from organizational membership, which, in turn, strengthened

organizational identification. Supervisors reported higher interpersonal cooperation and work effort for members whose organizational identification became stronger. The results reveal potential outcomes of boundary-spanning work as well as how organizational identification processes operate in everyday work contexts.

Bell, S. J. The employee-organization relationship, organizational citizenship behaviors, and superior service quality / S. J. Bell, B. Menguc. – Text : unmediated // *Journal of retailing*. – 2002. – Vol. 78, № 2. – P. 131–146.

Proposes a model of customer-contact service employee management that examines organizational citizenship behaviors as critical links between aspects of the employee-organization relationship (perceived organizational support, organizational identification) and customers' perceptions of service quality. In addition, it investigates the role of job autonomy in providing the necessary behavioral discretion for employees to be able to perform citizenship behaviors. Three groups of respondents from a large retail insurance organization were surveyed, including 244 contact employees, 262 sales managers, and 5 customers. There were 228 contact employee-manager dyads and 212 employee-customer dyads. Results show that the hypothesized model was partially supported.

Bellou, V. Enhancing service quality in a hospital setting / V. Bellou, J. Thanopoulos. – Text : unmediated // *Review of business*. – 2006. – Vol. 27, № 1. – P. 26-32.

In a study that took place in Greek public hospitals, variables that were expected to – and actually do – increase Organizational Citizenship Behavior were examined. These variables are organizational identification and organizational-based self-esteem (OBSE), and they need to be taken into serious consideration when trying to establish a high quality service system in hospitals. After investigating for differences in these relationships based on profession, it was revealed that doctors are affected only by OBSE in displaying Organizational Citizenship Behavior, whereas nurses are affected by both OBSE and organizational identification. By increasing both organizational identification and organizational-based self-esteem, hospital administrators are likely to increase OCB towards the hospital. In the long run, these will improve the quality of health care provided to patients.

Bergami, M. Self-categorization, affective commitment and group self-esteem as distinct aspects of social identity in the

organization / M. Bergami, R. P. Bagozzi. – Text : unmediated // British journal of social psychology. – 2000. – Vol. 39, №4. – P. 555–577.

The purpose of this study is to distinguish between cognitive, affective and evaluative components of social identity in the organization and to show how the components instigate behaviours that benefit in-group members. A new scale for measuring cognitive organizational identification (i.e. self-categorization) is developed and compared to a leading scale. Internal consistency, convergent validity, predictive validity and generalizability of the two scales are established on a sample of Italian (N=409) and Korean (N=283) workers. Next, convergent and discriminant validity for measures of organizational identification, affective commitment and group self-esteem are demonstrated. Then, two antecedents of these components of social identity are examined: organization prestige and organization stereotypes. Finally, the mediating role of the components of social identity are investigated between the antecedents and five forms of citizenship behaviours. The last three analyses are performed on the Italian (N=409) workers. Among other findings, the results show that affective commitment and self-esteem are the primary motivators of citizenship behaviours. Moreover, cognitive identification performs as a central mediator between prestige and stereotypes on the one hand, and affective commitment and self-esteem on the other. Identification is thus an indirect determinant of citizenship behaviours.

Besharov, M. L. The relational ecology of identification: how organizational identification emerges when individuals hold divergent values / M. L. Besharov. – Text : electronic // Academy of management journal. – 2014. – Vol. 57, № 5. – P. 1485-1512. – URL: <http://dx.doi.org/10.5465/amj.2011.0761> (дата обращения: 08.04.2019).

This research builds on theory about how identification develops when members differ in which organizational values they hold to be important. It is relatively well established that conflict and dis-identification arise under such conditions. In the socially responsible retail company I studied, in contrast, I found identification as well as dis-identification. Both outcomes emerged from members' interactions with others whose values and behaviors differed from their own. Identification arose when managers interpreted and enacted organizational values for frontline employees by

developing integrative solutions, removing ideology, and routinizing ideology. Dis-identification developed in the absence of these practices. The resulting process model suggests a relational ecology of identification, in which identification emerges from the combination of bottom-up interactive processes among organizational members and top-down interpretations and enactments by managers. This model advances understanding of the relational dynamics of identification, offers new insight into how organizations can benefit from multiple identities, and illuminates the double-edged sword of ideology in organizations.

Bhattacharya, C. B. Understanding the bond of identification: an investigation of its correlates among art museum members / C. B. Bhattacharya, H. Rao, M. A. Glynn. – Text : unmediated // *Journal of marketing*. – 1995. – Vol. 59, № 4. – P. 46–57.

Identification is defined as the “perceived oneness with or belongingness to an organization” of which the person is a member. The authors propose that customers, in their role as members, identify with organizations. They use social identity theory to propose and test a model that relates members’ identification with the focal organization to (1) organizational and product characteristics, (2) members’ affiliation characteristics, and (3) members’ activity characteristics. Their empirical setting consists of the members of an art museum. Their survey findings show that members’ identification is positively related to perceived organizational prestige, donating activity, tenure of membership, visiting frequency, and confirmation of member expectations with the organization's services. However, members’ participation in similar organizations is negatively related to identification with the focal organization.

Bing, M. A. The impact of organizational identification on the relationship between procedural justice and employee work outcomes / M. A. Bing, L. I. U. Shanshi, L. I. U. Donglai. – Text : unmediated // *Social behavior and personality: An international journal*. – 2014. – Vol. 42, № 3. – P. 437-444.

Drawing on a sample of 212 supervisor-subordinate dyads from 3 branches of an air transportation group in the People's Republic of China, we examined the mediating effect of organizational identification on the relationship between perceived procedural justice and work outcomes, including extrarole behavior and turnover intention. Results showed that organizational identification fully mediated the relationship between

procedural justice and extrarole behavior as well as that between procedural justice and turnover intention. Implications for future research and limitations of the present findings are discussed.

Blader, S. L. Testing and extending the group engagement model: linkages between social identity, procedural justice, economic outcomes, and extrarole behavior / S. L. Blader, T. R. Tyler. – Text : unmediated // Journal of applied psychology. – 2009. – Vol. 94, № 2. – P. 445.

Two field studies tested and extended the group engagement model (Tyler and Blader, 2000, 2003) by examining the model with regard to employee extrarole behavior. Consistent with the group engagement model's predictions, results of these studies indicate that the social identities employees form around their work groups and their organizations are strongly related to whether employees engage in extrarole behaviors. Moreover, the studies demonstrated that social identity explains the impact of other factors that have previously been linked to extrarole behavior. In particular, the findings indicate that social identity mediates the effect of procedural justice judgments and economic outcomes on supervisor ratings of extrarole behavior. Overall, these studies provide compelling indication that social identity is an important determinant of behavior within work organizations and provide strong support for the application of the group engagement model in organizational settings.

Blair, I. V. Exit, loyalty, and collective action among workers in a simulated business environment: interactive effects of group identification and boundary permeability / I. V. Blair, J. T. Jost. – Text : unmediated // Social justice research. – 2003. – Vol. 16, № 2. – P. 95-108.

Past research on the effects of boundary permeability and *tokenism* (open boundaries with restricted access) suggests that when options for individual mobility exist, members of low status groups tend to exit their group and attempt to enter higher status groups. We hypothesized that the effects of boundary permeability on preferences for individual vs. collective action would depend upon prior levels of in-group identification, such that people who are more identified with their group would remain loyal and choose collective action, even under conditions of high boundary permeability. To test this hypothesis, a 2 (High vs. Low Group Identification) × 2 (High vs. Low Permeability) experimental design was

employed to assess preferences for exit and loyalty in the context of a simulated business environment. For both rating measures and behavioral choices, the interaction hypothesis was supported. Implications for group loyalty and strategies of tokenism are discussed.

Boivie, S. Me or we: the effects of CEO organizational identification on agency costs / S. Boivie, D. Lange, M. L. McDonald [et al.]. – Text : electronic // *Academy of management journal*. – 2011. – Vol. 54, № 3. – P. 551-576. – URL: <http://dx.doi.org/10.5465/AMJ.2011.61968081> (дата обращения: 08.04.2019).

The corporate governance literature on potential remedies for the agency problem has focused largely on external control mechanisms, especially board independence. We instead consider how an internal, psychological factor – CEO organizational identification – may influence the extent to which firms incur agency costs, including those entailed by the decoupling of CEO pay and perquisites from firm performance. Our theory and findings explain why a CEO with high organizational identification may avoid pursuit of personal gains that can harm the firm he or she leads and its image. We further show how board independence is less likely to reduce agency costs when CEO organizational identification is high.

Bottomley, K. Are the behaviors of transformational leaders impacting organizations? A study of transformational leadership / K. Bottomley, S. Burgess, M. Fox III. – Text : unmediated // *International management review*. – 2014. – Vol. 10, № 1. – P. 5-9.

Although the ethical dimension of transformational leadership has frequently been discussed over the last years, there is little empirical research on employees' ethical behavior as an outcome of transformational leadership. This two-study investigation examined the relationship between transformational leadership and unethical yet pro-organizational follower behavior (UPB). Moreover, mediating and moderating processes were addressed. Our research yielded a positive relationship between transformational leadership and employees' willingness to engage in UPB. Furthermore, both studies showed employees' organizational identification to function as a mediating mechanism and employees' personal disposition toward ethical/unethical behavior to moderate the relationship between organizational identification and willingness to engage in UPB. Altogether, results indicate transformational leadership to entail a certain risk of

encouraging followers to contribute to their company's success in ways that are generally considered to be unethical.

Bouas, K. S. The development of group identity in computer and face-to-face groups with membership change / K. S. Bouas, H. Arrow. – Text : unmediated // Computer supported cooperative work. – 1996. – Vol. 4, № 2. – P. 153-178.

A three-part conception of group identity is proposed that draws on common fate, cohesiveness, and cognitive views of group identity. The changing contribution of these three components to group identity was examined for 31 original and 29 reconfigured groups which met for 7 consecutive weeks using either face-to-face (FIF) or computer-mediated communication (CMC). Group identity was consistently lower for computer-mediated groups, and this effect was stronger in the reconfigured groups. In the original groups, group identity started high and declined for both FTF and CMC groups. In the reconfigured groups, developmental patterns differed from those of the original groups, and also differed by communication medium. Individual differences accounted for a substantial amount of variance in group identity across original and reconfigured groups.

Bradford, B. Why do «the law» comply? Procedural justice, group identification and officer motivation in police organizations / B. Bradford, P. Quinton, A. Myhill [et al.]. – Text : unmediated // European journal of criminology. – 2014. – Vol. 11, № 1. – P. 110-131.

How can police officers be encouraged to commit to changing organizational and personal practice? In this paper we test organizational justice theories that suggest that fair processes and procedures enhance rule compliance and commitment to the organization and its goals. We pay particular attention to (a) tensions between the role of group identity in organizational justice models and classic concerns about ‘cop culture’; and (b) the danger of *over-identification* with the organization and the counterproductive types of compliance this may engender. Results suggest that organizational justice enhances identification with the police organization, encourages officers to take on new roles, increases positive views of community policing, and is associated with greater self-reported compliance. Identification with the organization has generally positive implications; however, there is some danger that process fairness may encourage unthinking compliance with orders and instructions.

Brammer, S. Corporate social responsibility, employee organizational identification, and creative effort: the moderating impact of corporate ability / S. Brammer, H. He, K. Mellahi. – Text : unmediated // Group and organization management. – 2015. – Vol. 40, № 3. – P. 323-352.

A growing body of research examines whether and how corporate social responsibility (CSR) leads to positive employee attitudes and work behaviors. While previous research suggests that CSR improves employee loyalty, motivation, satisfaction, and commitment, little research examines how CSR affects employee creativity. In addition, considerable skepticism remains regarding the significance of CSR in relation to employee attitudes and behaviors and of the potential contingencies that intervene in these relationships. In this study, we argue that the impact of CSR on employee creativity is contingent upon a focal firm's corporate ability (CA), that is, its expertise in producing and delivering its products/services. Specifically, we argue that CA not only influences employee organizational identification, hence employee creativity, but also affects how employees react to CSR. We test our arguments within a sample of professional workers in the telecommunication sector in Spain and find strong support for the proposed model.

Bravo, R. Corporate identity management and employees' responses / R. Bravo, J. Matute, J. M. Pina. – Text : unmediated // Journal of strategic marketing. – 2017. – Vol. 25, № 1. – P. 1-13.

Main goals in this study are to analyse the effects of corporate identity management (CIM) on the employees' responses, and the moderating effects of two employee personality traits: proactive personality and resistance to change. Two hundred and ninety-three branch managers in the banking sector in Spain participated in the study, and their responses were analysed through structural equation modelling. Results show that organizational identification is a key variable to explain the CIM effects on employees' responses. Moreover, employees' proactive personality and resistance to change exert a moderating influence on the way identification leads to extra-role behaviours. Human resource practices should take into account that proactive employees are more prone to externalize their identification by spreading positive WOM. Besides, identification with the organization will lead to loyalty, especially in employees with low resistance to change.

Bravo, R. Corporate social responsibility as a vehicle to reveal the corporate identity: a study focused on the websites of Spanish financial entities / R. Bravo, J. Matute, J. M. Pina. – Text : unmediated // Journal of business ethics. – 2012. – Vol. 107, № 2. – P. 129–146.

This study explores the relevance of corporate social responsibility (CSR) as an element of the corporate identity of Spanish financial institutions. Specifically, it aims to analyze the CSR actions developed by financial entities through the analysis of all the available information disclosed in their websites. A content analysis applied to 82 banking institutions, followed by different quantitative analyses, reveals the multidimensionality of CSR. Findings show that, while the number of entities institutionalizing CSR values as core elements of their identities is still reduced, most organizations disclose CSR information to construct communicated identities and legitimate behaviours. Besides, these dimensions are classified depending on the stakeholder the action is aimed to, and that entities favour the generation of distinctive identities through the implementation and communication of more visible CSR actions like those involving their customers or the community. In any case, results indicate that organizations with certain characteristics are more likely to construct distinctive identities through CSR activities and to establish ethical and social values within their corporate statements and cultures.

Bravo, R. Managing brand identity: effects on the employees / R. Bravo, I. Buil, L. de Chernatony. – Text : unmediated // International journal of bank marketing. – 2017. – Vol. 35, № 1. – P. 2-23.

The purpose of this paper is to better understand the brand identity management process from the employees' perspective. Specifically, it explores how the different dimensions of brand identity management influence employees' attitudinal and behavioural responses. An empirical study was carried out to test the proposed model. The sample consisted of 297 employees in the UK financial services sector. Hypothesis testing was conducted using partial least square regression. Results indicate that effective brand identity management can increase employees' identification with their organizations. Specifically, the most influential dimension is the employee-client focus. Results also show that organizational identification is a key variable to explain job satisfaction, word-of-mouth and brand citizenship behaviour.

Brown, M. E. Identification and some conditions of organizational involvement / M. E. Brown. – Text : unmediated // Administrative science quarterly. – 1969. – Vol. 14, № 3. – P. 346–355.

It was predicted that individuals would tend to identify with the organization in 3 situations: (a) where they saw the organization as providing opportunities for personal achievement, (b) where they had power within the organization, and (c) where there were no competing sources of identification. The hypotheses were based on a distinction between 2 types of satisfactions available within work organizations, symbolic (i.e., achievement-oriented) and pragmatic. 834 employees in 26 organization branches of the Tennessee Valley Authority participated in a survey. The findings supported the hypotheses, indicating that identification can be observed and that it is related to a distinct worker perspective.

Brown, R. Explaining intergroup differentiation in an industrial organization / R. Brown, S. Condor, A. Mathews, G. Wade, J. Williams. – Text : unmediated // Journal of occupational psychology. – 1986. – Vol. 59, № 4. – P. 273–286.

We report a study of intergroup relations in a paper factory in which we examine the utility of three social-psychological approaches: realistic conflict theory, the contact hypothesis and social identity theory. A sample of 177 shop floor workers from five different departments was interviewed. From them, measures of intergroup differentiation, perceived intergroup conflict, amount of intergroup contact, and strength of workgroup identification were obtained. The latter was assessed using a new scale of group identification developed for this study. Reliability and validity data for this scale are reported. Using multiple regression analyses we attempt to explain variance in respondents' intergroup differentiation using the other measures as predictor variables. The most powerful and reliable predictor was perceived conflict which, as expected, was positively correlated with differentiation. Less consistent was amount of contact which was negatively but only weakly associated with differentiation. Strength of group identification, while generally showing a positive correlation with differentiation as predicted, was also only a weak and inconsistent predictor variable. Noting that these results confirm findings from other studies we discuss their theoretical implications.

Brown, R. Group identification: the same thing to all people? / R. Brown, J. Williams. – Text : unmediated // Human relations. – 1984. – Vol. 37, № 7. – P. 547–564.

The hypothesis derived from Social Identity Theory that strength of group identification would be positively correlated with intergroup differentiation is tested. Data was obtained from 55 workers in a bakery using semistructured interviews. Analysis showed clear differentiation between the factory departments by subgroups of workers along dimensions of perceived contribution to the running of the factory and expressed friendliness towards out-groups. However, multiple regression analyses revealed that the relationship between group identification and intergroup differentiation was not consistently positive but varied between subgroup and between attitude dimensions. The most reliable predictor of differentiation, consistent with Realistic Conflict Theory, was perceived conflict between ingroup and outgroups.

Cable, D. M. The convergent and discriminant validity of subjective fit perceptions / D. M. Cable, D. S. DeRue. – Text : unmediated // Journal of applied psychology. – 2002. – Vol. 87, № 5. – P. 875.

This study examined whether employees develop perceptions about 3 different types of fit; person-organization fit, needs--supplies fit, and demands--abilities fit. Confirmatory factor analyses of data from 2 different samples strongly suggested that employees differentiate between these 3 types of fit. Furthermore, results from a longitudinal design of 187 managers supported both the convergent and discriminant validity of the different types of fit perceptions. Specifically, person-organization fit perceptions were related to organization-focused outcomes (e.g., organizational identification, citizenship behaviors, turnover decisions), whereas needs--supplies fit perceptions were related to job- and career-focused outcomes (e.g., job satisfaction, career satisfaction, occupational commitment). Although demands--abilities fit perceptions emerged as a distinct construct, they were not related to hypothesized outcomes (e.g., job performance, raises).

Callea, A. The mediating role of organizational identification in the relationship between qualitative job insecurity, OCB and job performance / A. Callea, F. Urbini, A. Chirumbolo. – Text :

unmediated // Journal of management development. – 2016. – Vol. 35, № 6. – P. 735-746.

The purpose of this paper is to investigate the mediating role of organizational identification (OID), as a process underlying the relationship between qualitative job insecurity, OCB and job performance. Using social exchange theory (SET) and social identification theory (SIT), this study reports the responses of 201 white and blue collar Italian employees. Data were collected through a self-report questionnaire that used standard scales on qualitative job insecurity, OID, OCB and job performance. Results of structural equation modelling revealed that the effect of job insecurity on OCB and job performance was completely mediated by OID. Fit indices of mediated model are very good and indirect effects, by bootstrapping, are significant.

Cameron, J. E. A three-factor model of social identity / J. E. Cameron. – Text : unmediated // Self and identity. – 2004. – Vol. 3, № 3. – P. 239-262.

Despite the importance of the social identification construct in research and theory on group processes and intergroup relations, the issue of its dimensionality remains unresolved. It is proposed that social identity can be represented in terms of three factors: centrality; ingroup affect; and ingroup ties. I examined the efficacy of this model in five studies involving a total of 1078 respondents, one nonstudent sample, and three group memberships (university, gender, and nationality). Results of confirmatory factor analyses support the acceptability of the tripartite model, which fits the data significantly better than one- or two-dimensional (cognition/affect) alternatives. Correlations with theoretically relevant variables provide support for the convergent and discriminant validity of the three factors.

Campbell, J. W. Identification and performance management: an assessment of change-oriented behavior in public organizations / J. W. Campbell. – Text : unmediated // Public personnel management. – 2015. – Vol. 44, № 1. – P. 46-69.

This study develops a theoretical framework linking performance management (PM) to change-oriented organizational citizenship behavior, an extra-role employee activity aimed at improving organizational functioning by introducing micro-level change. The role of organizational identification as a mediating mechanism linking PM to change-oriented behavior is also explored. Using survey data gathered from employees of

central government ministries in South Korea, structural equation modeling and bias-corrected bootstrap confidence intervals are used to test a number of empirical hypotheses related to the constructs mentioned above. The results of the analysis suggest that PM has a positive effect on change-oriented behavior, but that its effect is primarily due to its positive relationship with identification.

Caο, H. CSR and government recognition effects on employee outcomes / H. Cao, B. Y. Lee, X. Wang. – Text : electronic // Academy of management proceedings. – Briarcliff Manor, NY 10510: Academy of management. – 2015. – Vol. 2015, № 1. – P. 12617. – URL:<https://journals.aom.org/doi/abs/10.5465/ambpp.2015.12617abstract> (дата обращения: 08.04.2019).

This study examines the relationship between corporate social responsibility, government recognition of the firm, employee organizational identification and group organizational citizenship behavior using a multilevel model. Drawing on the stakeholder perspective, we first investigate the impact of corporate social responsibility on the government recognition of the firm. Moreover, this study then examines the subsequent reaction of employees to government recognition. Using multisource data from both Chief Executive Officers and multiple employees from 166 firms in China, this study finds that government recognition mediates the relationship between the corporate social responsibility activities of the firm and employees' organizational identification and group organizational citizenship behavior. The results highlight the importance of examining corporate social responsibility from a multiple stakeholder perspective and emphasize the role of government recognition as an important factor in influencing both employee attitude and behavior.

Cardador, M. T. Linking calling orientations to organizational attachment via organizational instrumentality / M. T. Cardador, E. Dane, M. G. Pratt. – Text : unmediated // Journal of vocational behavior. – 2011. – Vol. 79, № 2. – P. 367-378.

Despite an emerging interest in callings, researchers know little about whether calling orientations matter in the workplace. We explore the under-examined relationship between a calling orientation and employees' attachment to their organizations. Although some theory suggests that callings may be negatively related to organizational attachment, we use theories of role investment and identification convergence to predict that a

calling orientation is positively associated with organizational identification and negatively associated with turnover intention. Further, drawing on goal facilitation theory, we suggest that organizational instrumentality — the perception that the organization is instrumental to goal fulfillment — mediates the relationships between a calling orientation and both forms of organizational attachment. Finally, we predict that a security-oriented organizational culture will enhance attachment among those with low levels of calling orientation. In a sample of health care professionals, we find general support for our hypotheses.

Carden, L. L. Creating leaders or loyalists? Conflicting identities in a leadership development programme / L. L. Carden, J. L. Callahan. – Text : unmediated // Human resource development international. – 2007. – Vol. 10, № 2. – P. 169-186.

Emerging leaders are involved in a continual learning process that includes professional and personal identities that intersect and diverge. The identities are coupled with multiple roles and expectations that are embedded within work and non-work identities. This paper examines the impact of leadership development programmes on emerging leaders including the expectations and job demands that are integral to leadership work. More specifically, the paper examines the discourse between work and non-work identities and the strategies of leaders and organizations to strengthen or modify those identities. Monthly Activity Reports prepared by leadership participants were examined and used to support the findings. Additionally, environmental factors that shape the leaders' thoughts and behaviours were examined as the leaders struggled to maintain their core beliefs and work practices in a quest to become leaders or loyalists.

Carmeli, A. How leadership enhances employees' knowledge sharing: the intervening roles of relational and organizational identification / A. Carmeli, L. Atwater, A. Levi. – Text : unmediated // The journal of technology transfer. – 2011. – Vol. 36, № 3. – P. 257-274.

Knowledge exchange among employees is crucial to organizational effectiveness. Leadership can enhance or detract from employees' willingness to share knowledge. This study examines how leadership affects knowledge sharing in a knowledge-intensive work setting. It proposes and tests a model which posits that (1) transformational leadership affects the extent to which employees identify with their manager; (2) this relational identification,

mediated by the quality of LMX (Leader-Member Exchange), leads to greater identification with the organization and its goals, which in turn results in greater knowledge sharing. The sample consisted of two hundred and three R&D employees engaged in advanced technological projects. Path analysis results indicated that there are both direct and indirect (through LMX) relationships between transformational leadership and relational identification: relational identification promotes organizational identification which, in turn, is positively related to knowledge sharing. These results highlight the importance of transformational leadership and LMX for promoting relational and organizational identification, thereby facilitating employee knowledge sharing.

Carmeli, A. Linking perceived external prestige and collective identification to collaborative behaviors in R&D teams / A. Carmeli, R. Gelbard, R. Goldrieck. – Text : unmediated // Expert systems with applications. – 2011. – Vol. 38, № 7. – P. 8199-8207.

Research efforts have long been directed at understanding variations in collaborative behaviors among work teams with burgeoning interest in teams operating in knowledge-intensive settings. One of the largely unexplained issues is how does team image and collective identification facilitate collaborative behaviors. Here, survey data were collected from nineteen highly technical work teams engaging in software development in an R&D division of a multinational NASDAQ firm involved in multimedia communications and information processing technology. The relationships between perceived external prestige, collective team identification and team collaborative behaviors were examined. The results of the team-level analyses suggest that perceived external prestige augments collective team identification (measured at Time 1), which in turn engenders a high degree of collaboration and interaction within the team (measured at Time 2). When past team performance was controlled for, the results consistently supported the hypothesized model.

Carmeli, A. The role of perceived organizational performance in organizational identification, adjustment and job performance / A. Carmeli, G. Gilat, D. A. Waldman. – Text : unmediated // Journal of management studies. – 2007. – Vol. 44, № 6. – P. 972-992.

Favourable organizational status and prestige has a substantial role in shaping constituents' attitudes and actions. The status and prestige of an organization is often a reflection of its achievements or performance. In the

present study, we investigate the role of organizational performance or achievement (as assessed by organizational members) in evoking employees' identification, adjustment, and job performance. The results of this study indicate that two forms of organizational performance (labelled as *perceived social responsibility and development* and *perceived market and financial performance*) are associated with organizational identification. However, when compared to perceived market and financial performance, perceived social responsibility and development had a larger effect on organizational identification, which in turn resulted in enhanced employees' work outcomes – adjustment and job performance.

Carnevale, J. B. LMX-differentiation strengthens the prosocial consequences of leader humility: an identification and social exchange perspective / J. B. Carnevale, L. Huang, T. Paterson. – Text : unmediated // Journal of business research. – 2019. – Vol. 96. – P. 287-296.

The current study proposes a cross-level moderated-mediation model to explain how and when leader humility motivates followers' prosociality. Drawing on social identity theory, we theorize that humble leaders motivate their followers to engage in helping behavior by fostering a sense of shared identity. Moreover, consistent with research emphasizing the inclusion of the larger social environment in exploring leader-identity relationships, we draw from social exchange theory to investigate the role of LMX-differentiation in moderating this positive indirect effect. We collected survey data in three waves with a time lag of three weeks between each wave from 233 employees and their 45 supervising managers working at a large Chinese internet company. Our results provide support for the positive indirect effect of leader humility on follower helping via their identification with the leader. Further, our results show that this positive indirect effect is significant only in the presence of high LMX-differentiation, and becomes non-significant in the presence of low LMX-differentiation.

Cavazotte, F. Racial diversity, collective efficacy, and identification in work groups / F. Cavazotte, R. H. Humphrey, R. G. Sleeth. – Text : unmediated // Paper presented at the “Organizational behavior” conference paper abstracts. – 2004, August. – P. 47.

This study investigates the effects of racial diversity and group identification on perceptions of collective efficacy. Results from Structural

Equation Modeling confirmed that group identification influenced perceptions of collective efficacy. Although racial diversity did not directly affect efficacy beliefs, in diverse groups increments in group identification led to smaller increments in perceived collective efficacy than in homogeneous groups. Collective efficacy was a good predictor of effort.

Cha, J. Person – organization fit on prosocial identity: implications on employee outcomes / J. Cha, Y. K. Chang, T. Y. Kim. – Text : unmediated // Journal of business ethics. – 2014. – Vol. 123, № 1. – P. 57-69.

This study examined the relationship between person-organization (PO) fit on prosocial identity (prosocial PO fit) and various employee outcomes. The results of polynomial regression analysis based on a sample of 589 hospital employees, which included medical doctors, nurses, and staff, indicate joint effects of personal and organizational prosocial identity on the development of a sense of organizational identification and on the engagement in prosocial behaviors toward colleagues, organizations, and patients. Specifically, prosocial PO fit had a curvilinear relationship with organizational identification, such that organizational identification increased as organizational prosocial characteristics increased toward personal prosocial identity and then decreased when the organizational prosocial characteristics exceeded the personal prosocial identity. In addition, organizational identification and prosocial behaviors increased as both personal and organizational prosocial identity increased from low to high.

Chafra, J. The mediating roles of psychological safety and employee voice on the relationship between conflict management styles and organizational identification / J. Chafra. – Text : unmediated // American journal of business. – 2015. – Vol. 30, № 1. – P. 72-91.

The purpose of this paper is to examine the relationships between conflict management styles (CMS) used by leaders and organizational identification of their followers as well as to test the mediating effects of psychological safety and employee voice on that relationship. Data were collected on site from 1,023 employees in 13 multinational companies in Turkey. The mediating roles of psychological safety and employee voice on the CMS and organizational identification relationship were tested using ordinary least squares regression analyses. The results show that cooperative CMS is positively and significantly correlated with organizational identification. In addition, the results of the hierarchical

multiple regression analyses support the mediating effects of psychological safety and employee voice with regard to the relationship between CMS and organizational identification.

Chang, C.-H. Not all leader–member exchanges are created equal: importance of leader relational identity / C.-H. Chang, R. E. Johnson. – Text : unmediated // *The leadership quarterly*. – 2010. – Vol. 21, № 5. – P. 796-808.

Recent research by leadership scholars has emphasized the important role of follower self-identity. For example, leaders influence subordinate attitudes and behaviors by activating a collective identity level among their subordinates. We extend existing identity-based approaches by examining the relational identity level of leaders. Previous work has focused predominantly on followers (vs. leaders) and on collective (vs. relational) identity. Using data from two samples, we supported our hypothesis that leader relational identity moderates relationships of leader–member exchange (LMX) with subordinate task performance and citizenship behaviors. The nature of the interaction was such that the negative relationships of low-quality LMX with performance are mitigated when subordinates had supervisors with strong relational identities. These findings highlight the need to consider not only the identities of followers but those of leaders as well.

Chang, Y. S. Organizational identity strength and leaders' value fit / Y. S. Chang, D. H. Cho. – Text : electronic // *Academy of management proceedings*. – Briarcliff Manor, NY 10510: Academy of management. – 2018. – Vol. 2018, № 1. – P. 11741. – URL: <http://dx.doi.org/10.5465/AMBPP.2018.11741abstract> (дата обращения: 08.04.2019).

This study verifies the influences of organizational identity strength and leaders' value fit on follower's organizational identification and citizenship behavior. We unfolded this research on the theoretical backgrounds of social identity and social exchange approach and collected 666 samples from 52 organizations. Data was collected with different sources from 258 managers at the organizational level and 398 employee surveys of 52 organizations at the individual level. We use hierarchical linear modeling (HLM) to test cross-level effects of hypothesized relationship. This research yields the following conclusions: First, organizational identity strength has a positively related with leaders' value

fit. Second, leaders' value fit fully mediates relationship between organizational identity strength and followers' organizational identification. Third, followers' organizational identification mediates the relation between overall leaders' value fit and follower's organizational citizenship behavior. The findings suggest that organizational identity strength and leaders' value fit at the organizational level is a meaningful variable for employee attitude and behavior.

Chen, S. H. Organizational support, organizational identification and organizational citizenship behaviour among male nurses / S. H. Chen, H. Y. Yu, H. Y. Hsu [et al.]. – Text : unmediated // Journal of nursing management. – 2013. – Vol. 21, № 8. – P. 1072-1082.

The purpose of this study was to explore the relationship between organizational support, organizational identification, and organizational citizenship behavior and the predictors of organizational citizenship behavior in Taiwanese male nurses. Data were collected in 2010 from a questionnaire mailed to 167 male nurses in Taiwan. A cross-sectional survey with simple sampling was used in this study. The results showed that organizational identification and organizational support were correlated with organizational citizenship behavior. Organizational distinctiveness, organizational support of work conditions and the type of organization were the main predictors of organizational citizenship behavior. Together they accounted for 40.7% of the total variation in organizational citizenship behavior. Organizational distinctiveness was the most critical predictor, accounting for 29.6% of the variation.

Chen, Y. C. Do more hats bring more benefits? Exploring the impact of dual organizational identification on work-related attitudes and performance / Y. C. Chen, S. C. S. Chi, R. Friedman. – Text : unmediated // Journal of occupational and organizational psychology. – 2013. – Vol. 86, № 3. – P. 417-434.

Recent work on organizational identity has recognized the possibility of dual identification. We present an analysis of complementary dual identification, according to which the known positive benefits of employer identification are amplified when there exist strong secondary forms of identification at work. Thus, even though non-employer identification is weakly associated with beneficial job outcomes, these secondary aspects of non-employer work identification remain important

because they amplify the beneficial impact of employer identification on work attitudes and performance. Using a sample of sales representatives at department stores in Taiwan, we found that the stronger the department-store identification was, the stronger the positive effects of employing-company identification on job performance and customer-oriented behaviour were.

Chen, Y. Group identity and social preferences / Y. Chen, S. X. Li. – Text : unmediated // *American economic review*. – 2009. – Vol. 99, № 1. – P. 431-57.

We present a laboratory experiment that measures the effects of induced group identity on social preferences. We find that when participants are matched with an ingroup member, they show a 47 percent increase in charity concerns and a 93 percent decrease in envy. Likewise, participants are 19 percent more likely to reward an ingroup match for good behavior, but 13 percent less likely to punish an ingroup match for misbehavior. Furthermore, participants are significantly more likely to choose social-welfare-maximizing actions when matched with an ingroup member. All results are consistent with the hypothesis that participants are more altruistic toward an ingroup match.

Chen, Z. How does a servant leader fuel the service fire? A multilevel model of servant leadership, individual self identity, group competition climate, and customer service performance / Z. Chen, J. Zhu, M. Zhou. – Text : unmediated // *Journal of applied psychology*. – 2015. – Vol. 100, № 2. – P. 511-521.

Building on a social identity framework, our cross-level process model explains how a manager's servant leadership affects frontline employees' service performance, measured as service quality, customer-focused citizenship behavior, and customer-oriented prosocial behavior. Among a sample of 238 hairstylists in 30 salons and 470 of their customers, we found that hair stylists' self-identity embedded in the group, namely, self-efficacy and group identification, partially mediated the positive effect of salon managers' servant leadership on stylists' service performance as rated by the customers, after taking into account the positive influence of transformational leadership. Moreover, group competition climate strengthened the positive relationship between self-efficacy and service performance.

Chi, S. C. The downside of organizational identification: collective shame and turnover during organizational mistakes / S. C. Chi, R. Friedman, H. Lo. – Text : electronic // IACM 23rd Annual conference paper. – Boston, Massachusetts. – 2010. – P. 1-35. URL: <http://dx.doi.org/10.2139/ssrn.1612367> (дата обращения: 08.04.2019).

This study examined the extent to which employees experience collective shame and guilt for the wrongful acts by their companies, and the potential effects of these emotions on turnover intention and organizational citizenship behaviors. The study context was a real industry-wide PR crisis in Taiwan's fast food industry in 2009. Our data found that employees who made internal attributions for the company's bad actions were more likely to feel collective shame and collective guilt. For those with a high organizational identification, the relationship between internal attribution and collective shame was especially strong. Furthermore, collective shame led to higher turnover intentions, especially for those with a high interdependent self. Thus, organizational identification may have negative effects for organizations during times of organizational wrong-doing.

Cho, J. Organizational identification and perceived organizational support as mediators of the procedural justice–citizenship behaviour relationship: a cross-cultural constructive replication / J. Cho, D. C. Treadway. – Text : unmediated // European journal of work and organizational psychology. – 2011. – Vol. 20, № 5. – P. 631-653.

This study examined the psychological processes that might underlie the relationship between procedural justice and organizational citizenship behaviour using an integrative approach. In doing so, we focused on the mediating effects of perceived organizational support and organizational identification in the relationship simultaneously. Framed as an integrated test of social exchange and social identity predictions, the hypotheses were tested using two cross-cultural samples (i.e., South Korea and the United States) as well as different operationalizations of the constructs of interest, which meets the criterion of a constructive replication (Lykken, 1968) by two samples. Interestingly, the results showed convergence in support of the mediating role of organizational identification, but not perceived organizational support, when the two mediators were included in the model concurrently. These findings indicate that social identity may be the dominant psychological mechanism

underlying the relationship between procedural justice and organizational citizenship behaviour in workplaces.

Cho, Y. Organizational citizenship behaviors in relation to job embeddedness, organizational identification, job performance, voluntary turnover intention in Korea / Y. Cho, J. Ryu. – Text : unmediated // International business and economics research journal (IBER). – 2009. – Vol. 8, № 7. – P. 51-68.

On the basis of situational and theoretical backgrounds, the purpose of this study is to examine the relationship between on-the-job embeddedness and job performance, voluntary turnover intention, organizational identification in Korean employees and the mediating effect of organizational citizenship behavior in that relationship. To empirical study for test a model as above, 300 structured questionnaires were distributed to Korean employees in Seoul, Busan, and Gyeongnam, Korea. 255 were finally analyzed. The results revealed that individuals' fit, links to the organization and organization-related sacrifice significantly had negative effects on voluntary turnover intention and positive effects on job performance, organizational identification and that organizational citizenship behavior mediated the relationship between on-the-job embeddedness and job performance, voluntary turnover intention, organizational identification. Implications for managers in organizations are suggested.

Chreim, S. Postscript to change: survivors' retrospective views of organizational changes / S. Chreim. – Text : unmediated // Personnel review. – 2006. – Vol. 35, № 3. – P. 315-335.

To analyze lower level employees' retrospective views of their experience with organizational changes introduced by management; to provide a typology of change responses based on employees' interpretations. Canadian bank employees' accounts of their experience with change were obtained in interviews and analyzed using established guidelines for qualitative data analysis. A typology of change responses (acceptance, resigned compliance, avoidance/opposition, and ambivalence) was derived from the data. Links are made to the literature on readiness for, compliance with and resistance to, change, and to the literatures on framing and on identity as they inform responses to change. Among others, the findings indicate: that changes that are compatible with employees' role identity or that are viewed as enhancing organizational identity tend to be

easily embraced; the extensive prevalence of the "resigned compliance" response; that lack of participation in change decisions may be a common expectation among employees of large bureaucratic organizations that seek uniformity across widely dispersed geographic units; and opposition to change may be functional from an organizational standpoint.

Christ, O. When teachers go the extra mile: foci of organizational identification as determinants of different forms of organizational citizenship behaviour among schoolteachers / O. Christ, R. van Dick, U. Wagner [et al.]. – Text : unmediated // *British journal of educational psychology*. – 2003. – Vol. 73, № 3. – P. 329-341.

Background. Psychological variables should play an important role in determining teachers' involvement in behaviours not directly or formally forced by contracts. Organizational identification as proposed from the Social Identity Approach is examined as a possible determinant of organizational citizenship behaviour (OCB) among schoolteachers. Aim. The aim of the present study was to explore the relationships between different foci of organizational identification and different forms of OCB in schools. Sample. Data sets of altogether 447 German school teachers who filled in all relevant items in a cross-sectional questionnaire are used for analyses in the present study. Methods. Standardised questionnaires measuring organizational identification and OCB were administered. Results. Exploratory and confirmatory factor analyses revealed the proposed foci of identification (i.e., career identification, team identification, and organizational identification), as well as different forms of OCB (i.e., OCB towards the own qualification, towards the team, and towards the organization). Structural equation modelling supports the main hypothesis that foci of identification relate differentially to forms of OCB. Conclusions. The results emphasise the importance of organizational identification as a determinant of OCB in schools.

Chughtai, A. A. Assessing the effects of organizational identification on in-role job performance and learning behaviour / A. A. Chughtai, F. Buckley. – Text : unmediated // *Personnel review*. – 2010. – Vol. 39, № 2. – P. 242-258.

The main purpose of this study is to examine the impact of organizational identification on in-role job performance and two learning behaviours, namely, feedback seeking and error communication. Furthermore, this research aims to establish the mediating role of learning

goal orientation in the relationship between organizational identification and the three outcome variables. Data for this paper were gathered from 130 high school teachers drawn from six schools operating in Pakistan. Multiple regression analyses were used to test the research hypotheses. The results show that organizational identification has significant unique effects on in-role job performance and error communication; whereas, it influences feedback seeking indirectly through learning goal orientation. Additionally, the findings of this paper reveal that learning goal orientation mediates the effects of organizational identification on the three outcome variables.

Cicognani, E. Social identification and sense of community among members of a cooperative company: the role of perceived organizational values / E. Cicognani, L. Palestini, C. Albanesi [et al.]. – Text : unmediated // Journal of applied social psychology. – 2012. – Vol. 42, № 5. – P. 1088-1113.

The aim of this study was to investigate, among members of a large cooperative company, the role of worker status (partner vs. employee), length of service, and cooperative values in influencing organizational identification (OI) and organizational sense of community (OSC). The study involved the totality of members of the cooperative (N = 805; 67.7% partners, 32.3% employees), who completed a self-administered questionnaire, measuring perceived cooperative values, OI, OSC, and, among partners, identification as a partner. The results indicate that partners, more than employees, perceived the cooperative as living up to its core values and scored higher on OI and OSC. The impact of worker status on OI and OSC was mediated by perceived cooperative values.

Cole, M. S. Organizational identity strength, identification, and commitment and their relationships to turnover intention: does organizational hierarchy matter? / M. S. Cole, H. Bruch. – Text : unmediated // Journal of organizational behavior: The international journal of industrial, occupational and organizational psychology and behavior. – 2006. – Vol. 27, № 5. – P. 585-605.

In the present study we sought to clarify the functional distinctions between organization identity strength, organizational identification, and organizational commitment. Data were obtained from 10 948 employees of a large steel manufacturer. First, confirmatory factor analysis was used to test the discriminant validity of the three focal constructs. Next, drawing on research that suggests hierarchical differentiation may influence individuals'

conceptual frame of reference, we examined each focal construct's measurement equivalence across three hierarchical levels (officers, $n = 1,056$, middle-management, $n = 1049$, workers, $n = 1050$). Finally, multigroup structural equation modeling was used to simultaneously estimate the between-group correlations between turnover intention and organization identity strength, organizational identification, and organizational commitment. Results indicated that (a) the measures used to reflect the three focal constructs were empirically distinct, (b) the focal constructs were conceptually equivalent across hierarchical levels, and (c) the pattern of correlations with turnover intention was different for employees with management responsibilities versus workers with no management responsibility. The present findings suggest perceptions of a strong organizational identity, organizational identification, and organizational commitment may influence employees' turnover intention in unique ways, depending on their hierarchical level within the organization.

Collins, B. J. Situational strength as a moderator of the relationship between organizational identification and work outcomes / B. J. Collins, B. M. Galvin, R. D. Meyer. – Text : unmediated // *Journal of leadership and organizational studies*. – 2019. – Vol. 26, № 1. – P. 87-97.

Organizational identification theory suggests that the extent to which employees perceive a sense of oneness with their employer positively influences their workplace attitudes and behavior. We investigated situational strength as a potential moderator by exploring the extent to which the relationship between organizational identification and employee outcomes is attenuated when employee discretion is restricted. In particular, we examined whether the workplace cues that signal appropriate conduct in strong situations would mitigate the potentially positive effects of organizational identification on job satisfaction and performance. Consistent with this perspective, results from a field study point to the notion that organizational identification has a more pronounced, positive influence on employee job satisfaction and performance when employees experience behavioral discretion (i.e., in weak situations) compared with situations wherein behavior is more externally controlled (i.e., strong situations).

Crary, M. Working from dominant identity positions: reflections from “Diversity-Aware” white people about their cross-race

work relationships / M. Crary. – Text : unmediated // The journal of applied behavioral science. – 2017. – Vol. 53, № 2. – P. 290-316.

This is a study of how people learn to work from dominant group identities in their cross-identity work relationships — with a focus on race. I discuss interviews with 24 “diversity-aware” White people about their experiences in cross-race work interactions in which their own and/or the other’s race becomes salient for them. Through a qualitative analysis of the interviews, I identified 10 common facilitating factors that relate to organizational and relational resources as well as self-capacities. I present a framework that highlights the interacting role of these three kinds of resources in responding to perceived barriers for cross-race engagement. Discussion of implications of these findings for individuals and organizations includes recommendations that leaders attend to organizational resources that support and enable constructive race work—including attention to the race identity development of dominant group members.

Creasy, T. Understanding employee-level dynamics within the merger and acquisition process / T. Creasy, M. Stull, S. Peck. – Text : unmediated // Journal of general management. – 2009. – Vol. 35, № 2. – P. 21-42.

Given the challenge companies face in combining organizations in the merger and acquisition (M&A) process, this article presents a model that explores the potential determinants of success in the company blending (acculturation) process. The model examines the effect of employee-level factors and perceptions of managerial behaviours during the M&A process. Utilising data from 254 employees that recently experienced an M&A, the authors tested for managerial guided, direct and indirect impacts on employee-level dynamics (job satisfaction and organizational citizenship behaviours) which are believed to affect the successful co-mingling of two previously independent organizations. The authors highlight the key role that employee identification, with the new consolidated organization plays, most notably organizational citizenship. Lastly, attention is drawn to the importance of management's perceived competence and procedural justice toward employee-level factors. The article concludes with specific managerial suggestions for improving M&A acculturation outcomes.

Crocetti, E. Personal and social facets of job identity: a person-centered approach / E. Crocetti, L. Avanzi, S. Hawk [et al.]. – Text :

unmediated // Journal of business and psychology. – 2014. – Vol. 29, № 2. – P. 281-300.

The purpose of this study was to examine ego-identity (Erikson, Psychol Issues 1:1–171, 1959; Identity, youth and crisis, Norton, New York, 1968; Marcia, J Pers Soc Psychol 3:551–558, 1966) and social identity (Tajfel and Turner, In: Austin WG, Worchel S (Eds.) The social psychology of intergroup relations. Brooks/Cole, Monterey, pp 33–47 1979; Turner et al., Rediscovering the social group: a self-categorization theory. Blackwell, Oxford, 1987) theories within the organizational literature. We adopted a person-centered approach to analyze whether employees classified in various identity statuses and identification profiles exhibited differences in job outcomes (i.e., burnout, job satisfaction, and organizational citizenship behaviors). We also analyzed interconnections among identity statuses and identification profiles. Participants were 515 employees (85.4 % women) between 24 and 64 years old. They completed self-reported questionnaires assessing personal identity, social identity, and job outcomes. Cluster analysis indicated that participants could be classified into four identity statuses (i.e., achievement, early closure, moratorium, and searching moratorium) and into four identification profiles (i.e., orthogonal combinations of high vs. low organizational and group identification, respectively). Employees classified in the various identity statuses and identification profiles reported meaningful differences on job outcomes. Further, findings highlighted significant associations between identity statuses and identification profiles, giving rise to various identity configurations associated with job outcomes.

Cruz, K. S. Team focus in focus: its implications for real world teams and their members / K. S. Cruz, J. Pinto. – Text : electronic // Academy of management proceedings. – Briarcliff Manor, NY 10510: Academy of management. – 2018. – Vol. 2018, № 1. – P. 10384. – URL: <http://dx.doi.org/10.5465/AMBPP.2018.10384abstract> (дата обращения: 08.04.2019).

We develop and test a cross-level model of the influence team focus has on positive and negative discretionary team member behaviors. Data collected from 405 team members across 76 teams and 15 organizations indicates that team focus is positively associated with interpersonal and organizational citizenship behaviors, and negatively associated with interpersonal deviance. Team members' level of action

identification is found to mediate the relationships between team focus, organizational citizenship, interpersonal deviance, and organizational deviance, respectively. We also find that real world teams do not distinguish between outcome and process focus like lab and student teams do. Theoretical and managerial implications are discussed.

Dahling, J. J. Loyal rebels? A test of the normative conflict model of constructive deviance / J. J. Dahling, M. B. Gutworth – Text : unmediated // Journal of organizational behavior. – 2017. – Vol. 38, № 8. – P. 1167-1182.

Constructive deviance is a voluntary behavior that violates organizational rules but is conducted with honorable intentions to benefit the organization or its stakeholders. Despite emerging interest in this behavior, the antecedents of constructive deviance remain unclear, with particular ambiguity concerning the relationship between organizational identity and constructive deviance. In this article, we address this ambiguity with the normative conflict model, which posits that organizational identity drives constructive deviance in the workplace only when people perceive normative conflict with organizational rules. In Studies 1a and 1b, we develop and validate a measure of normative conflict. In Study 2, we conduct a preliminary test of the model with employed students and find that identity is positively related to constructive deviance only when normative conflict is high. In Study 3, we replicate and extend the model to show that the moderating effect of normative conflict is mediated by experienced psychological discomfort and that organizational identity is positively related to constructive deviance among working adults only when discomfort is high. In total, our findings demonstrate the utility of the normative conflict model for explaining when constructive deviance is mostly likely to occur in the workplace.

Das, D. The importance of being “Indian”: identity centrality and work outcomes in an off-shored call center in India / D. Das, R. Dharwadkar, P. Brandes. – Text : unmediated // Human relations. – 2008. – Vol. 61, № 11. – P. 1499-1530.

Existing studies of identity dynamics have shown that employees embody multiple social identities, and have multiple foci of identifications at work that shape their attitudes and behaviors. However, limited research has examined these frameworks in the new, emerging contexts of global workplaces. In this article, we focus on one such significant example of

contemporary globalization: transnational service work in the international call center industry in India. Our findings indicate that national identity centrality is indeed negatively associated with employee performance and positively associated with intention to leave. Furthermore, national identity centrality also moderates the relationship of organizational identification with performance and burnout. While we reinforce the importance of organizational identity and occupational identity centrality, we highlight the hitherto ignored consequences of national identity centrality in our study context.

Davila, M. C. Organizational identification and commitment: correlates of sense of belonging and affective commitment / M. C. Davila, G. J. Garcia. – Text : unmediated // The Spanish journal of psychology. – 2012. – Vol. 15, № 1. – P. 244-255.

The general purpose of this work is to analyze the overlap between organizational identification and commitment. Specifically, our study focuses on the analysis of the differences and similarities between sense of belonging (a dimension of organizational identification) and affective commitment (a dimension of organizational commitment). In order to do this, we analyzed their discriminant validity and raised their relationship with variables that previous research had showed like precedent and subsequent variables of them: value congruence, perceived support, organizational citizenship behavior, and intention to continue in the organization. A total of 292 people at one organization completed surveys measuring the variables previously described. The results showed that sense of belonging and affective commitment are different concepts and they have different relationships with relation to precedent and subsequent variables. Affective commitment seems to be more useful than sense of belonging to predict organizational citizenship behavior aimed at the organization and intention to continue.

De Moura, G. R. Identification as an organizational anchor: how identification and job satisfaction combine to predict turnover intention / G. R. Moura, D. Abrams, C. Retter [et. al]. – Text : unmediated // European journal of social psychology. – 2009. – Vol. 39, № 4. – P. 540-557.

The article examines the role of organizational identification and job satisfaction in relation to turnover intentions in seven organizations. Two models are proposed in which either job satisfaction or

organizational identification was treated as a mediator of the other's relationship with turnover intention. The organizations varied in terms of culture (Japan vs. UK), and institutional domain (academic, business, health, mail, legal). Within each organization, and meta-analytically combined across the seven samples ($N = 1392$), organizational identification mediated the relationship between job satisfaction and turnover intention more than job satisfaction mediated the relationship between organizational identification, and turnover intention. Organizational identification also had the larger overall relationship with turnover intention. This pattern remained true when gender, age, type of organization, culture, and length of tenure were accounted for, although the direct relationship between job satisfaction and turnover intention was stronger in private than public organizations and when the ratio of men was higher. The findings are consistent with a social identity theory (SIT) perspective and with the idea that identification is a more proximal predictor of turnover intention. Over and above job satisfaction, organizational identification offers a strong psychological anchor that discourages turnover intention in a range of organizational contexts.

De Poel, F. Action with vision: the multi-level effect of leadership on effectiveness, via mediating processes / F. De Poel, J. I. Stoker, K. van der Zee. – Text : electronic // Paper presented at the “Organizational behavior” conference paper abstracts. – Academy of management annual meeting proceedings. – 2010. – Vol. 2010, № 1. – P. 9-10. – URL: <http://dx.doi.org/10.5465/AMBPP.2010.54503774> (дата обращения: 08.04.2019).

Transformational leadership and participative leadership are said to both independently relate to effectiveness. However, we argue they differ with respect to psychological processes through which both leadership styles might influence effectiveness. Using multi-level analysis, we examine their impact at the individual level and the team level. Data from 45 teams ($n = 204$) largely support these hypotheses. Results show that at the individual level transformational leadership is related to individual effectiveness, through the mediating process of organizational identification. Interestingly, at the team level participative leadership is related to team effectiveness, via its impact on team climate for change.

De Roeck, K. Understanding employees' responses to corporate social responsibility: mediating roles of overall justice and

organizational identification / K. De Roeck, G. Marique, F. Stinglhamber [et al.]. – Text : unmediated // The international journal of human resource management. – 2014. – Vol. 25, № 1. – P. 91-112.

Prior research has suggested that corporate social responsibility (CSR) contributes to organizations' competitive advantage by influencing stakeholders' attitudes. While existing research indicates that CSR relates to some employee outcomes, the mechanisms that drive employees' responses to CSR initiatives remain largely unexplored. This study relies on social identity theory to propose and test a model with 181 hospital employees that attempts to explain why and how CSR can positively influence employees' attitudes. Specifically, this study examines the impact of two aspects of an organization's socially responsible behaviours, i.e. employees' perceptions of CSR initiatives directed at internal and external stakeholders, on employees' job satisfaction. The findings indicate that perceived CSR relates positively to job satisfaction through its effects on overall justice perceptions and organizational identification. These results suggest that employees appear to use CSR initiatives to assess their organization's character and identify with it. Accordingly, CSR initiatives have particular importance as a mean to support organizational efforts to create strong relationships with their employees and thereby improve their attitudes at work.

DeConinck, J. B. The effects of ethical climate on organizational identification, supervisory trust, and turnover among salespeople / J. B. DeConinck. Text : unmediated // Journal of business research. – 2011. – Vol. 64, № 6. – P. 617-624.

This study examined how an ethical work climate influences salespersons' organizational identification, supervisory trust, organizational commitment, turnover intentions, and turnover. Using a sample of 393 salespeople, the results found that facets of an ethical work climate are related directly to supervisory trust and organizational identification. One aspect of an ethical work climate, ethical norms, was related directly to turnover. These results indicate that an ethical work climate can directly affect salespersons' job attitudes and outcomes. The results indicate the importance of measuring ethical work climate from a multi-dimensional perspective.

DeConinck, J. B. The effects of leader–member exchange and organizational identification on performance and turnover among salespeople / J. B. DeConinck. – Text : unmediated // Journal of

personal selling and sales management. – 2011. – Vol. 31, № 1. – P. 21-34.

Sales force performance and turnover are two of the most critical issues encountered by organizations. This study tested a model examining the effects of leader–member exchange (LMX) and organizational identification on the performance and turnover among a sample of 356 salespeople. The results found that LMX, organizational identification, and performance are related indirectly to turnover through organizational commitment. LMX was related directly to performance.

Demir, K. Teachers' organizational citizenship behaviors and organizational identification in public and private preschools / K. Demir. – Text : unmediated // Procedia-social and behavioral sciences. – 2015. – Vol. 174. – P. 1176-1182.

The purpose of the present study was to compare organizational identification and organizational citizenship behaviors of public and private preschool teachers. Participants included 159 teachers from diverse school backgrounds with a wide range of teaching experience. The data of the research were collected with Organizational Citizenship Behavior and Organizational Identification Scales. Differences in organizational citizenship behaviors and organizational identification between public and private school teachers were tested using Multivariate Analysis of Variance. The results of the study indicated that there was a statistically significant difference in teachers' organizational citizenship behaviors and organizational identification based on their job status.

Demir, K. The effect of organizational justice and perceived organizational support on organizational citizenship behaviors: the mediating role of organizational identification / K. Demir. – Text : unmediated // Eurasian journal of educational research. – 2015. – Vol. 60. – P. 131-148.

The purpose of the present study was to investigate how the organizational identification mediates the impact of perceptions of organizational justice and organizational support on organizational citizenship behaviors in the context of Turkish preschool teachers. Data for this study were collected via a survey of 169 preschool teachers who completed measures of organizational citizenship behavior, organizational identification, organizational justice, and perceived organizational support. In analyzing the collected data, a two-step approach was adopted to test

measured variables describing four latent constructs. The model was specified and tested using structural equation modeling and was found to fit the data reasonably. The study findings show that the model was found to be effective in explaining the variance of organizational citizenship behaviors. Perceived organizational justice and organizational support together explained 70% of the variance in teachers' organizational identifications. Organizational identification explained 79% of the variance in teachers' organizational citizenship behaviors.

Demir, M. The relationship between person-organization fit, organizational identification and work outcomes / M. Demir, S. S. Demir, K. Nield. – Text : unmediated // Journal of business economics and management. – 2015. – Vol. 16, № 2. – P. 369-386.

The purpose of this research is to analyse the relationship of person-organization fit in hotels through organizational identification, job performance, production deviance behavior, and the intention to remain. To achieve this, first the literature was consulted to provide a conceptual model. Through conducting a face-to-face interview, a total of 582 questionnaires were collected from employees who were full-time employees of the five-star hotels operating within the Mugla region of Turkey. The data obtained from the survey was analysed via the statistics program; within this explanatory and confirmatory factor analyses were performed within the framework of Structural Equation Modelling. The study concluded and identified, that external factors, namely «person-organization fit», have an effect on internal factors such as «organizational identification», «job performance», «production deviance» and the «intention to remain». The empirical results indicate that person-organization fit has a significant and positive influence on organizational identification, job performance and intention to remain, while has a significant and negative influence on production deviance behavior. The results also indicate that the organizational identification has an important effect on job performance, intention to remain and production deviance behavior.

Deng, H. Beyond reciprocity: a conservation of resources view on the effects of psychological contract violation on third parties / H. Deng, J. Coyle-Shapiro, Q. Yang. – Text : unmediated // Journal of applied psychology. – 2018. – Vol. 103, № 5. – P. 561-577.

Building on conservation of resources theory, we cast resource depletion as a novel explanatory mechanism to explain why employees' experience of psychological contract violation results in harm to third parties outside the employee-organization exchange dyad. This resource-based perspective extends and complements the dominant social exchange perspective which views employee reactions to psychological contract violation as targeting the source of the violation—the organization. The present article reports on 3 studies. Study 1 conducted an experiment with 109 participants and established the main effect of psychological contract violation on resource depletion. Study 2, using survey data from 315 medical employees and their immediate supervisors, found that after controlling for the social exchange mechanism (i.e., revenge cognitions toward the organization), resource depletion mediated the indirect effects of psychological contract violation on supervisory reports of employees' interpersonal harming toward coworkers and decision-making vigilance for clients. Further, we found that organizational and professional identification played opposing moderating roles in the effects of violation on resource depletion and consequently behavioral outcomes, such that these mediated relationships were stronger when organizational identification was high, and weaker when professional identification was high. Study 3 replicated all the results obtained in Studies 1 and 2 with time-lagged data from 229 medical employees across 3 measurement points. The findings confirm that resource depletion is a more effective explanation of the consequences of violation on third parties than revenge cognitions, although both are useful in predicting organization-directed outcomes (i.e., civic virtue and organizational rule compliance).

Dentoni, D. Learning “who we are” by doing: processes of co-constructing prosocial identities in community-based enterprises / D. Dentoni, S. Pascucci, K. Poldner [et al.]. – Text : unmediated // Journal of business venturing. – 2018. – Vol. 33, № 5. – P. 603-622.

This study investigates how members in community-based enterprises (CBEs) engage in processes of co-constructing their collective prosocial identities. Based on an inductive analysis of 27 organizations that were formed explicitly as communities and sought to build alternative forms of production and consumption through innovative ways to pool and recombine resources, we found that all of the CBEs engaged in distributed experimentation that lead to epiphany sense-making. These two approaches triggered and enacted collective processes of shifts in identity or identity

persistence. We advance a processual model that identifies approaches for how members of CBEs either embrace epiphanies in identity shifts or limit and react to epiphanies in identity persistence.

Dukerich, J. M. Beauty is in the eye of the beholder: the impact of organizational identification, identity, and image on the cooperative behaviors of physicians / J. M. Dukerich, B. R. Golden, S. M. Shortell. – Text : unmediated // *Administrative science quarterly*. – 2002. – Vol. 47, № 3. – P. 507-533.

We use an established model of organizational identification to try to understand the voluntary cooperative behavior of professionals in organizations. We examined the relationships among physicians' assessments of the attractiveness of a health care system's perceived identity and construed external image, strength of system identification, and cooperative behaviors. We surveyed 1,504 physicians affiliated with three health care systems and collected follow-up data from 285 physicians a year later. Attractiveness of perceived identity and construed external image were positively related to physicians' identification with the system, which in turn was positively related to cooperative behavior.

Edwards, M. R. Perceived organizational support, organizational identification, and employee outcomes / M. R. Edwards, R. Peccei. – Text : unmediated // *Journal of personnel psychology*. – 2010. – Vol. 9. – P. 17-26.

This study involves a multi foci analysis of antecedents and outcomes of organizational identification (OID), within a dual-organizational identity context. We investigate links between perceived organizational support (POS), OID, organizational involvement, and turnover intention with 736 employees from a UK National Health Service (NHS) Trust. Using Structural Equation Models (SEM), we analyzed models using the Trust and the NHS as organizational foci. With both Trust and NHS foci, POS had a positive effect on identification which, in turn, predicted both outcomes. Organizational support showed a direct and an indirect effect on outcomes through OID. Generally, the effects were foci specific, though limited downward cross foci effects were found.

Effelsberg, D. Getting followers to transcend their self-interest for the benefit of their company: testing a core assumption of transformational leadership theory / D. Effelsberg, M. Solga, J. Gurt. –

Text : unmediated // Journal of business and psychology. – 2014. – Vol. 29, №1. – P. 131-143.

We aimed at testing transformational leadership's (TFL's) capacity to enhance followers' willingness to engage in selfless pro-Organizational behavior (SPB), that is, behavior for the benefit of the company that is inapt to be instrumentally used for self-serving purposes and carried out despite salient personal costs. Furthermore, we aimed at demonstrating organizational identification to mediate this relation. In this study with three time points of data collection, 321 employees completed questionnaires measuring TFL, organizational identification, and control for dispositional effects-honesty/humility. SPB was captured applying a distribution task where participants had to make trade-off decisions between pro-self and pro-company distribution alternatives. In addition, participants' general willingness to engage in SPB was measured using a self-report questionnaire. We found TFL to predict followers' (willingness to engage in) selfless pro-Organizational behavior and organizational identification to fully mediate this relation. Implications: Among other things, our findings challenge the negative assumptions regarding human motivation and behavior (e.g., people invariably driven by self-interest) inherent in some influential management-related theories (e.g., agency theory).

Efraty, D. The effect of organizational identification on employee affective and performance responses / D. Efraty, D. M. Wolfe. – Text : unmediated // Journal of business and psychology. – 1988. – №3. – P. 105–112.

Organizational identification (OI), defined as the importance of the organization in the person's self-concept, was argued to influence employee affective responses (job satisfaction and alienation) and performance responses (task involvement, investment of effort, and performance effectiveness). More specifically, it was hypothesized that there is 1. a positive relationship between OI and satisfaction with five job dimensions-work, supervision, pay, promotion and co-workers; 2. a negative relationship between OI and alienation; and 3. a positive relationship between OI and three task-related variables-task involvement, investment of effort, and performance effectiveness. A survey study was conducted on 215 service deliverers to the elderly in a large midwest city. The results were mostly consistent with the hypotheses.

Efraty, D. The effects of personal alienation on organizational identification: a quality-of-work-life model / D. Efraty, M. J. Sirgy, C. B. Claiborne. – Text : unmediated // Journal of business and psychology. – 1991. – № 6. – P. 57–78.

It was hypothesized that personal alienation has a negative impact on organizational identification. The negative relationship between alienation and organizational identification was explained through a set of mediating variables involving need deprivation, job satisfaction, and job involvement. More specifically, it was hypothesized that alienation increases need deprivation, which in turn decreases job satisfaction, which in turn decreases job involvement, which ultimately decreases organizational identification. A study was conducted involving 219 service deliverers to the elderly. Self-report measures were administered. The data was subjected to a path analysis. The results provided moderate support for the quality-of-work-life model.

El-Kassar, A.-N. The mediating effects of employee-company identification on the relationship between ethics, corporate social responsibility, and organizational citizenship behavior / A.-N. El-Kassar, M. Yunis, R. El-Khalil. – Text : unmediated // Journal of promotion management. – 2017. – Vol. 23, № 3. – P. 419-436.

The purpose of this study is to examine the relationship between corporate social responsibility and corporate ethics on one hand and organizational citizenship behavior on the other. The relationship is investigated taking into consideration the employee-organization identification factor. A conceptual model was proposed and empirically tested using survey data and deploying the PLS analysis. The model proved to be of good-fit and most hypotheses were supported. Results were discussed, limitations were presented, and recommendations for future research were set.

Evans, W. R. An examination of employee reactions to perceived corporate citizenship / W. R. Evans, W. D. Davis, D. D. Frink. – Text : unmediated // Journal of applied social psychology. – 2011. – Vol. 41, № 4. – P. 938-964.

There has been little research focus to date on individual level reactions to corporate citizenship. Our study attempted to understand better how corporate citizenship affects job behaviors and employee feelings by examining a hypothesized positive effect of perceived corporate citizenship

(PCC) on 3 dependent variables: work-role definitions, organizational citizenship behavior, and organizational identification. Additionally, the personal value of other-regarding value orientation was hypothesized to interact with PCC. The findings supported 4 of 6 hypotheses.

Evans, W. R. Corporate citizenship and the employee: an organizational identification perspective / W. R. Evans, W. D. Davis, D. D. Frink. – Text : unmediated // Human performance. – 2014. – Vol. 27, № 2. – P. 129-146.

Social identity theory and the related concept of organizational identification provide a conceptual lens to consider how and why corporate citizenship affects individual employees. The model we develop predicts that employee perceptions of corporate citizenship (PCC) indirectly affect organizational citizenship behavior (OCB) and employee deviance. Results from a sample of working adults demonstrate that PCC directly influences organizational identification, which in turn affects employee behavioral outcomes. Organizational identification was positively related to employee OCBs and negatively related to employee deviance. Furthermore, the strength of influence of organizational identification was greater for organizationally directed OCB and deviance than it was for individually directed OCB and deviance.

Farmer, S. M. Organization-specific prosocial helping identity: doing and belonging as the basis of “being fully there” / S. M. Farmer, L. van Dyne. – Text : unmediated // Journal of organizational behavior. – 2017. – Vol. 38, № 6. – P. 769-791.

Identity theory and social identity theory focus on doing and belonging, respectively, but neither provides a complete picture of being 'fully there' at work (Kahn, 1992). This three-wave lagged field study links these two perspectives by proposing that beneficiary-specific prosocial helping identity, met expectations for prosocial helping, and their interaction predict the strength of a contextualized, organization-specific prosocial helping identity (OSPFI) targeted at those same beneficiaries and that OSPFI leads to positive employee work outcomes. Results provide strong support for the model and demonstrate that beneficiary-specific prosocial helping identity had indirect relationships with intent to stay with the organization, experienced work meaning, and emotional exhaustion (negative), via OSPFI, only when met expectations for prosocial helping were weak.

Farmer, S. M. The contextualized self: how team-member exchange leads to coworker identification and helping OCB / S. M. Farmer, W. F. Barton, L. Van Dyne [et al.]. – Text : unmediated // Journal of applied psychology. –2015. – Vol. 100, № 2. – P. 583-595.

This article develops the argument that team-member exchange (TMX) relationships operate at both between- and within-group levels of analysis to influence an employee's sense of identification with coworkers in the group and their helping organizational citizenship behavior (OCB) directed at coworkers. Specifically, we propose that relatively higher quality TMX relationships of an employee as compared with other members of the group influence an employee's sense of positive uniqueness, whereas higher average level of TMX quality in the group creates a greater sense of belonging. Multilevel modeling analysis of field data from 236 bank managers and their subordinates supports the hypotheses and demonstrates 3 key findings. First, team members identify more with their coworkers when they have high relative TMX quality compared with other group members and are also embedded in groups with higher average TMX. Second, identification with coworkers is positively related to helping OCB directed toward team members. Finally, identification with coworkers mediates the interactive effect of relative TMX quality and group average TMX quality on helping. When TMX group relations allow individuals to feel a valued part of the group, but still unique, they engage in higher levels of helping. Overall moderated mediation analysis demonstrates that the mediated relationship linking relative TMX quality with helping OCB via identification with coworkers is stronger when group average TMX is high, but not present when group average TMX is low. We discuss theoretical and practical implications and recommend future research on multilevel conceptualizations of TMX.

Farooq, O. Effects of corporate social responsibility on consumers: an investigation in South Asia / O. Farooq. – Text : electronic // Paper presented at the “Social issues in management” conference paper abstracts. – Academy of management annual meeting proceedings. – 2010. – Vol. 2010, № 1. – P. 19. – URL: <http://dx.doi.org/10.5465/AMBPP.2010.54509553> (дата обращения: 08.04.2019).

It is an empirical study which examines the effect of perceived CSR on consumer behavior. I suggested two mechanism; social exchange

and social identity to understand this relationship. I proposed that the relationship between CSR and consumer behavior is mediated by the trust and identification. I also developed a three dimensions model of CSR for this study. Theoretical model was tested using data of 457 respondents from South Asia. It was found that societal and product responsibility has strong effect on consumer behavior through the mediation of trust and identification while environmental responsibility does not affects consumer behaviors.

Farrell, M. A. Organizational identification and leader member exchange influences on customer orientation and organizational citizenship behaviours / M. A. Farrell, E. Oczkowski. – Text : unmediated // Journal of strategic marketing. – 2012. – Vol. 20, № 4. – P. 365-377.

This study investigates the potential antecedents of organizational citizenship behaviours (OCBs) in a service setting. Previous studies find that OCBs have a positive effect on customer perceptions of service quality. Given this, the identification of factors that may facilitate OCBs is important from a managerial perspective. Drawing on social exchange theory and social identity theory this study argues that organizational identification will have a positive effect on both forms of OCBs and a customer orientation, and that customer orientation has a positive effect on OCBs. Employees who experience positive exchange relationships with their supervisor will more strongly identify with the organization and be more customer oriented. The study tests research hypotheses using data collected from front line employees of a major international fast food restaurant. The results provide broad support for the study hypotheses and suggest that the supervisor–employee relationship and employer–employee identification are important factors in improving customer orientation and OCBs of employees.

Feather, N. T. Organizational citizenship behaviours in relation to job status, job insecurity, organizational commitment and identification, job satisfaction and work values / N. T. Feather, K. A. Rauter. – Text : unmediated // Journal of occupational and organizational psychology. – 2004. – Vol. 77, № 1. – P. 81-94.

This study investigated organizational citizenship behaviours (OCBs) in a sample of 154 school teachers from Victoria, Australia, of whom 101 were in permanent employment and 53 on fixed-term contracts.

Participants completed measures of OCBs, job insecurity, organizational commitment, organizational identification, job satisfaction and work values relating to influence, variety and skill utilization. Results showed that the contract teachers reported more job insecurity and more OCBs compared to the permanent teachers. OCBs were positively related to perceived job insecurity and negatively related to opportunities to satisfy influence and skill-utilization work values for the contract teachers, and positively related to organizational commitment, organizational identification and to opportunities to satisfy variety and skill-utilization work values for the permanent teachers.

Ford, M. T. Relations among occupational hazards, attitudes, and safety performance / M. T. Ford, L. E. Tetrick. – Text : unmediated // Journal of occupational health psychology. – 2011. – Vol. 16, № 1. – P. 48.

This study examined psychological empowerment and organizational identification as outcomes of occupational context and predictors of occupational safety performance. In this study, 171 hospital employees from 17 units and 21 occupations completed surveys measuring psychological empowerment, organizational identification, and supervisor safety practices. They also completed measures of 2 dimensions of safety performance: use of personal protective equipment and safety participation. These data were merged with Occupational Information Network context ratings of occupational hazards and physical demands. Results indicated that occupational hazards were negatively related to individual-level psychological empowerment and organizational identification, which were in turn positively related to safety participation. Psychological empowerment and organizational identification also interacted with perceptions of supervisor safety actions in the prediction of personal protective equipment use. Results have implications for organizational safety performance and point to the role of occupational context in psychological empowerment and the extent to which employees participate in the safety of their worksite.

Frenkel, S. How employee perceptions of HR policy and practice influence discretionary work effort and co-worker assistance: evidence from two organizations / S. Frenkel, S. L. D. Restubog, T. Bednall. – Text : unmediated // The international journal of human resource management. – 2012. – Vol. 23, № 20. – P. 4193-4210.

Drawing on social identity theory and organizational justice research, we model the impact of employee perceptions of human resource (HR) policies and practices on two important outcome variables – discretionary work effort (DWE) and co-worker assistance (CWA). Results based on 618 full-time employees in two organizations show that HR practices are positively related to procedural and distributive justice and that organizational identification mediates the relationship between procedural and distributive justice and DWE and CWA, respectively. Distributive justice is also shown to have direct effects on the two outcome variables suggesting the relevance of a social exchange perspective as a complement to social identity explanations.

Fuchs, S. Predicting pro-change behaviour: the role of perceived organizational justice and organizational identification / S. Fuchs, M. R. Edwards. – Text : unmediated // Human resource management journal. – 2012. – Vol. 22, № 1. – P. 39-59.

This study sets out to determine some of the key factors that foster employees' behavioural support for change management interventions. Specifically, we examine the relationships between organizational justice, organizational identification and employees' pro-change behaviour by analysing questionnaire-based survey data from 137 market research employees. Full structural equation modelling results indicate that out of the four main organizational justice types, only interpersonal justice perceptions play a significant role in predicting pro-change behaviour after controlling for same source bias effects. In particular, the relationship between interpersonal justice and pro-change behaviour is partially mediated by organizational identification. The results additionally indicate that age is positively associated with pro-change behaviour and tenure with organizational identification. The study as such indicates that while perceptions of fair treatment based on respectful and courteous interactions are important in encouraging employees' behavioural engagement in change management interventions, key in this process is the role that they play in encouraging identification with the employing organization.

Fuller, J. B. Perceived external prestige and internal respect: new insights into the organizational identification process / J. B. Fuller, K. Hester, T. Barnett [et al.]. – Text : unmediated // Human relations. – 2006. – Vol. 59, № 6. – P. 815-846.

The group engagement model (Tyler & Blader 2003) suggests that identification with one's organization is based not only on the individual's evaluation of the status of the organization (i.e. perceived external prestige) but also the individual's evaluation of their own status within the organization (i.e. perceived internal respect). Using data drawn from three different sources (subordinates, supervisors, and company records), results from a sample of healthcare employees (n = 205) provide support for the core relationships proposed in the group engagement model and extend the model by showing that prestige and respect have different antecedents. The perceived status of the organization's employees, the organization's perceived success in achieving its goals, the visibility of the organization, and the status level of the individual employee were all associated with perceived external prestige. The results also indicate that visibility within the organization, perceived opportunities for growth, and participation in decision-making were all related to perceived respect. Further, prestige and respect were directly related to organizational identification, but only indirectly related to organization-supportive behavior. These results extend the group engagement model.

Gabriela, T. Different profiles of organizational identification: influence on intergroup favouritism and citizenship behaviours / T. Gabriela, J. F. Morales. – Text : unmediated // *Estudios de psicología*. – 2007. – Vol. 28, № 3. – P. 385-396.

The main purpose of this paper is to explore self categorization processes at subordinate and super-ordinate levels in organizational contexts, and their antecedents and both attitudinal and behavioural outcomes. Two different profiles of social identification among a sample of primary teachers (N = 119) have been proposed: subgroup orientation and global orientation. Using structural equation modelling, results showed that subgroup size, subgroup contact, perceived discrimination and intragroup competition were relevant predictors of social identification profiles. Moreover, subgroup orientation predicts in-group favouritism while global orientation predicts global citizenship behaviours.

Gautam, T. Organizational identification and organizational commitment: distinct aspects of two related concepts / T. Gautam, R. Van Dick, U. Wagner. – Text : unmediated // *Asian journal of social psychology*. – 2004. – Vol. 7, № 3. – P. 301-315.

The conceptual differences between organizational commitment and identification are discussed theoretically and examined empirically. The present study is based on data of 450 employees of five different organizations in Nepal. A revised eight-item scale was designed out of Cheney's Organizational Identification Questionnaire to assess the core aspects of organizational identification. In confirmatory factor analyses, identification was found to be distinguishable from four related commitment concepts (i.e. affective, continuance, normative, and attitudinal commitment).

Ge, J. Organizational socialization, organizational identification and organizational citizenship behavior / J. Ge, X. Su, Y. Zhou. – Text: unmediated // *Nankai business review international*. – 2010. – Vol. 1, № 2. – P. 166-179.

This paper aims to: provide theoretical analysis and empirical study on the relationship between organizational socialization and organizational citizenship behavior (OCB); analyze the mediating role of organizational identification in their relationship; and draw from both of these to suggest practical implications to organizations aiming to effectively socialize employees, and for employees themselves. First, the paper reviews the literature regarding organizational socialization, OCB and organizational identification. Second, it develops a theoretical model linking organizational socialization, organizational identification and OCB, and then proposes a series of research hypotheses. Third, drawing on samples of seven high-tech manufacturing enterprises in China, it tests hypotheses based on a series of measurement and statistical analysis. Organizational history, language, values and goals socialization are positively related to OCB and organizational identification. Further, organizational identification fully mediates the relationship between language, values and goals socialization and OCB, and partially mediates the relationship between history socialization and OCB.

Gonzalez, J. A. Cross-level effects of demography and diversity climate on organizational attachment and firm effectiveness / J. A. Gonzalez, A. S. Denisi. – Text : unmediated // *Journal of organizational behavior: The international journal of industrial, occupational and organizational psychology and behavior*. – 2009. – Vol. 30, № 1. – P. 21-40.

We studied the impact of demographic diversity on individual attachment and firm unit performance in a relatively diverse organization. We implemented cross-level regression to study gender and race/ethnic categorical, relational, and organizational demography in a sample of 26 units part of a regional restaurant chain. At the individual level, we found that diversity climate (DC) moderates the impact of relational and categorical demography on affective organizational commitment, organizational identification, and intention to quit. At the organizational level, we found that DC moderates the impact of organizational diversity on firm productivity and return on profit.

Goswami, A. Mechanisms of corporate social responsibility: the moderating role of transformational leadership / A. Goswami, K. E. O'Brien, K. M. Dawson [et al.]. – Text : unmediated // Ethics and behavior. – 2018. – Vol. 28, № 8. – P. 644-661.

Literature reviews have repeatedly emphasized the need to further investigate relationships between corporate social responsibility (CSR) and micro-organizational variables. The present research attempts to address this call by examining the direct and indirect relationship between individual perceptions of CSR and employees' organizational citizenship behaviors (OCBs). Multiphasic data from 207 workplace supervisor-subordinate dyads recruited from an online panel were analyzed to show that organizational identification mediated the relationship between CSR and OCBs. Furthermore, supervisor transformational leadership style moderated the mediation, such that the indirect effect of the organizational identification on the relationship between CSR and OCBs became nonsignificant under low transformational leadership.

Güleryüz, E. A comparison of the antecedents of organizational identification and affective commitment / E. Güleryüz, O. Aydın. Text : unmediated // Türk psikoloji dergisi. – 2015. – Vol. 30, № 75. – P. 18-31.

The present study was sought to clarify various antecedents of organizational identification and affective commitment. Data were obtained from 444 employees of various public and private organizations. Two hierarchical regression analysis were conducted to find out the differences in the relationships of organizational identification, affective commitment and their antecedents. It was found that strength of organizational identity, perceived external prestige, person-organization fit and need for affiliation

predicted both organizational identification and affective commitment. Besides this, organization-based self-esteem predicted organizational identification but not affective commitment, and job satisfaction predicted affective commitment but not organizational identification. It was also found that self-esteem, distributional justice, procedural justice and interactional justice were not predicted any of these constructs.

Gümüş, M. Organizational and occupational identification: relations to teacher satisfaction and intention to early retirement / M. Gümüş, B. Hamarat, E. Çolak [et al.]. – Text : unmediated // Career development international. – 2012. – Vol. 17, № 4. – P. 300-313.

This paper aims to explore the effects of two work related identification (occupational and organizational) of school teachers on intention to early retirement (withdrawal) and satisfaction with the occupation and satisfaction with the school. It also seeks the influence of perceived external prestige on withdrawal and satisfaction. An empirical study was carried out at public schools in Canakkale, Turkey. Data collected from 238 teachers were analyzed. The correlations between identification and organizational prestige, desire for early retirement, and overall satisfaction of teachers were tested with several demographic variables such as age, gender, tenure and union membership. Ordinal logistic regression analysis (OLR) was conducted to reveal probabilistic behavior of response variables on the basis of explanatory variables. The results show that both categories of identification have reverse effect on intention to early retirement, and both categories have positive effect on job satisfaction. Perceived external prestige has no effect on intention to early retirement and job satisfaction, but it increases satisfaction from the school. Finally, the "self" and the "occupation" were found salient categories for teachers' identification. Identification literature has long been concentrated on organizational level identification. This paper explores the influence of both organizational and occupational categories of identification, comparatively. Being a teacher is seen as a prestigious occupation in Turkey. Findings about identity as a teacher also confirmed that "self" and "occupation" are two main identity references in the Turkish setting.

Gumusluoglu, L. A multilevel examination of benevolent leadership and innovative behavior in R&D contexts: a social identity approach / L. Gumusluoglu, Z. Karakitapoglu-Aygun, T. A. Scandura. –

Text : unmediated // Journal of leadership and organizational studies. – 2017. – Vol. 24, № 4. – P. 479-493.

Studies of innovation have emphasized the importance of leadership for individual or team innovative behaviors, but have largely ignored cross-team innovative behaviors. Enhancing innovative behaviors across teams is particularly vital for organizations relying on large-scale, complex, and multiteam projects to compete in a dynamic environment. We extend the innovation literature by introducing benevolent leadership as an antecedent to innovative behavior within and across teams. We examine identification to the team and department as mediators based on social identity theory in a sample of 397 R&D employees (consisting of 68 teams). First, individuals reported that benevolent R&D leaders facilitate innovative behavior within their teams when employees are highly identified with these teams. Second, on average, teams reported that benevolent R&D leaders enhance their teams' innovative behavior across the boundaries when these teams are highly identified with the R&D department. Finally, in contrast to social identity theory's expectations, individuals reported that benevolent R&D leaders facilitate their innovative behaviors with other teams when employees are highly identified with their teams.

Hakonen, M. Antecedents and consequences of identification with virtual teams: structural characteristics and justice concerns / M. Hakonen, J. Lipponen. – Text : electronic // The journal of e-working. – 2007. – Vol. 1. – P. 137-153. – URL: <http://lib.tkk.fi/Diss/2010/isbn9789526030272/article2.pdf> (дата обращения: 08.04.2019).

This research examined the antecedents and consequences of identification with virtual teams. Specifically, we hypothesized that two structural characteristics (number of face-to-face meetings and task interdependence) and perceived quality of interaction (procedural and distributive justice) would be positively related to identification with the virtual team. A further hypothesis was that team identification would have a positive relationship to extra-role behaviors towards the virtual team. The results from our study, based on a sample of 102 employees of Finnish-based companies, gave partial support for these hypotheses. We found that task interdependence and procedural justice were positively related to team identification. Moreover, team identification mediated the relationship

between task interdependence and extra-role behaviors and the relationship between procedural justice and extra-role behaviors as we predicted.

Hakonen, M. Procedural justice and identification with virtual teams: the moderating role of face-to-face meetings and geographical dispersion / M. Hakonen, J. Lipponen. – Text : unmediated // Social justice research. – 2008. – Vol. 21, № 2. – P. 164-178.

We investigated the previously unstudied relationship between procedural justice and identification within virtual teams, with a particular focus on how two features of virtual teams, namely frequency of face-to-face meetings and geographical dispersion, moderate that relationship. We argue that these two variables are sources of uncertainty, which in turn makes virtual team members more sensitive to perceptions of procedural fairness as essential cues in the identification process. In this study, we used cross-sectional survey methodology and data aggregated to the team level ($N = 39$). As predicted, our results showed that the link between procedural justice and identification was stronger when there were few face-to-face meetings and when teams were highly dispersed.

Hall, D. T. Personal factors in organizational identification / D. T. Hall, B. Schneider, H. T. Nygren. – Text : unmediated // Administrative science quarterly. – 1970. – Vol. 15, № 2. – P. 176–190.

Studied the personal dynamics of the process of organizational identification in the United States Forest Service, an organization noted for the high degree of organizational identification of its members. Questionnaires were completed by 156 (of 200 contacted) foresters. It was hypothesized and found that identification increased as a function of time and commitment to a pivotal organizational goal, public service. Organizational position, with tenure held constant, did not relate to identification. It was further found that several personal characteristics suggestive of a service orientation were related to identification. It was also hypothesized and found that identification is related to the member's higher-order need satisfaction.

Harris, G. E. Multiple dimensions of organizational identification and commitment as predictors of turnover intentions and psychological well-being / G. E. Harris, J. E. Cameron. – Text : unmediated // Canadian journal of behavioural science / Revue canadienne des sciences du comportement. – 2005. – Vol. 37, № 3. – P. 159-169.

Although it is recognized that identification and commitment are closely related aspects of employees' psychological attachment to the organization, there has been no analysis of the overlap between multiple dimensions of each construct. In this study, three-component models of organizational identification and commitment were investigated as predictors of turnover intentions and psychological well-being (self-esteem, satisfaction with life, and self-efficacy) among employees (N = 60) of a small organization. Highly identified employees tended to be committed ones, but different dimensions of each construct were specifically linked to various criteria. Affective components of both identification and commitment were negatively associated with turnover intentions, and positive in-group affect (i.e., feelings derived from being a member of the organization) predicted perceptions of self-efficacy. Continuance commitment was distinct from the other predictors, and was negatively related to self-esteem and self-efficacy. The results warrant further efforts to integrate the perspectives of social identity theory and organizational psychology.

Haslam, S. A. Social identification, stress and citizenship in teams: a five-phase longitudinal study / S. A. Haslam, J. Jetten, C. Waghorn. – Text : unmediated // Stress and health: Journal of the international society for the investigation of stress. – 2009. – Vol. 25, № 1. – P. 21-30.

Previous theorizing and research in the social identity tradition suggests that identification with a group is a major determinant both of individuals' citizenship behaviour and their experience of, and responses to, social and organizational stressors. To provide a longitudinal exploration of these processes, the present study examines the patterns of group identification, work-related attitudes and burnout within two theatre production teams on five occasions, from audition to post-performance. As predicted, identification with the production team at the outset predicted positive perceptions and attitudes at the productions' conclusion. Specifically, high identifiers were more willing to display organizational citizenship, had greater work satisfaction and had more pride in their work than those lower in identification. Compared with low identifiers, high identifiers were also less likely to experience burnout during the most demanding phases of a production (i.e. dress rehearsal and performance). Moreover, path analysis indicates that the effect of initial identification on the level of citizenship that was ultimately displayed was partly attributable

to the role that group identification played in protecting individuals from burnout during these demanding periods. Findings thus suggest that social identification not only motivates individuals to contribute to group success but also protects them from the stressors they encounter in the process of making that contribution.

He, P. Compulsory citizenship behavior and employee silence: the roles of emotional exhaustion and organizational identification / P. He, X. Wang, Z. Li, M. Wu, C. C. Estay. – Text : unmediated // Social behavior and personality: An international journal. – 2018. – Vol. 46, № 12. – P. 2025-2047.

Past research on citizenship behavior has pointed primarily to its voluntary side – organizational citizenship behavior (OCB) – but some scholars have suggested that there is a nonvoluntary version of citizenship behavior – compulsory citizenship behavior (CCB). Drawing on conservation of resources theory and social identity theory, in this research we firstly examined the psychological mechanism underlying the relationship between CCB and the critical workplace deviant behavior of employee silence by developing a moderated mediation model wherein CCB predicted subordinates' silence behavior through emotional exhaustion, with organizational identification acting as the boundary condition. Results from 2-wave lagged data (N = 242) collected in the manufacturing sector in China support our hypothesized model. We found that CCB was positively related to employee silence, and emotional exhaustion fully mediated this relationship; organizational identification weakened the relationship between CCB and emotional exhaustion, and organizational identification weakened the indirect effect of CCB on employee silence via emotional exhaustion.

Hekman D. R. Combined effects of organizational and professional identification on the reciprocity dynamic for professional employees / D. R. Hekman, G. A. Bigley, H. K. Steensma [et al.]. – Text : unmediated // Academy of management journal. – 2009. – Vol. 52, № 3. – P. 506-526.

We consider when professional employees reciprocate perceived organizational treatment. In a large sample of physician employees, the association between perceived organizational support (POS) and employee work performance was (1) most positive when organizational identification was high and professional identification was low and (2) least positive when

organizational identification was low and professional identification was high. We also found that the association between perceived psychological contract violation (PPCV) and employee work performance was (1) most negative when organizational identification was low and professional identification was high and (2) least negative when organizational identification was high and professional identification was low.

Hekman, D. R. Effects of organizational and professional identification on the relationship between administrators' social influence and professional employees' adoption of new work behavior / D. R. Hekman, H. K. Steensma, G. A. Bigley [et al.]. – Text : unmediated // Journal of applied psychology. – 2009. – Vol. 94, № 5. – P. 1325-1335.

Administrative social influence is a principal tool for motivating employee behavior. The authors argue that the compliance of professional employees (e.g., doctors) with administrative social influence will depend on the degree to which these employees identify with their profession and organization. Professional employees were found to be most receptive to administrator social influence to adopt new work behavior when they strongly identified with the organization and weakly identified with the profession. In contrast, administrator social influence was counterproductive when professional employees strongly identified with the profession and weakly identified with the organization.

Helm, S. V. Exploring the impact of employees' self-concept, brand identification and brand pride on brand citizenship behaviors / S. V. Helm, U. Renk, A. Mishra. – Text: electronic // European journal of marketing. – 2016. – Vol. 50, № 1/2. – P. 58-77. – URL: <https://doi.org/10.1108/EJM-03-2014-0162> (дата обращения: 08.04.2019).

The purpose of this paper is to identify how employees' perceived congruity of their employers' corporate brand with their own actual and ideal self may affect their brand identification (BI), brand pride (BP) and brand citizenship behavior (BCB). This cross-sectional paper involved 283 employees in Germany who completed an online survey. Congruity of the brand with employees' actual self and with their ideal self has similar effects on employees' BI. However, effects differ with respect to the other outcome variables. BP is only affected by congruity of the brand with the ideal self, whereas BCB is only affected by congruity of the brand with the

actual self. Brand identity is positively related to BP and BCB; BP also affects BCB.

Herman, H. M. Transformational leadership and job performance: a social identity perspective / H. M. Herman, W. C. K. Chiu. – Text : unmediated // Journal of business research. – 2014. – Vol. 67, № 1. – P. 2827-2835.

Drawing on social identity theory, this study provides a model explaining the underlying process through which transformational leadership influences creative behavior and organizational citizenship behaviors. Individual differentiation and group identification are proposed as social identity mechanisms reflecting the characteristics of personal and collective identity orientations that underpin the differential effects of transformational leadership behaviors on performance outcomes. The model is tested with data from a sample of 250 front-line employees and their immediate managers working in five banks in the People's Republic of China. Results of hierarchical linear modeling provide support for the model whereby group-focused and individual-focused transformational leadership behaviors exert differential impacts on individual differentiation and group identification. Furthermore, individual differentiation mediates the relationship between individual-focused transformational leadership and creative behavior, whereas group identification mediates the relationships between group-focused transformational leadership and OCBs toward individuals and groups.

Herrbach, O. A matter of feeling? The affective tone of organizational commitment and identification / O. A Herrbach. – Text : unmediated // Journal of organizational behavior: The international journal of industrial, occupational and organizational psychology and behavior. – 2006. – Vol. 27, № 5. – P. 629-643.

This paper examines the relationship between organizational commitment, organizational identification, and self-reported affect at work. The results of a questionnaire survey of 365 engineers show that affective organizational commitment was correlated with experiencing more positive affective states. On the other hand, continuance commitment was not characterized as involving significant negative affect. Organizational identification was correlated with the frequency of both positive and negative affective states, but the correlation with positive affect was no longer significant when controlling for affective commitment. The paper

concludes with comments on the nature of organizational commitment and identification, based on these findings.

Hodson, G. Ingroup identification as a moderator of positive–negative asymmetry in social discrimination / G. Hodson, J. F. Dovidio, V. M. Esses. – Text : unmediated // *European journal of social psychology*. – 2003. – Vol. 33, № 2. – P. 215-233.

Group members typically favour ingroups over outgroups, particularly when distributing positive rather than negative resources. The present investigation examined whether the positive–negative discrimination asymmetry in the minimal group paradigm varies as a function of ingroup identification. After being categorized into arbitrary groups, participants expressing low to high ingroup identification allocated positive, neutral, or negative outcomes on the basis of group membership (i.e. ingroup versus outgroup recipients). The interaction between ingroup identification and outcome valence revealed that identification influenced the magnitude of discrimination asymmetry. Specifically, increases in identification led to discrimination in favour of the ingroup for positive but not negative outcomes.

Hogg, M. A. Effective leadership in salient groups: revisiting leader–member exchange theory from the perspective of the social identity theory of leadership / M. A. Hogg, R. Martin, O. Epitropaki [et al.]. – Text : unmediated // *Personality and social psychology bulletin*. – 2005. – Vol. 31, № 7. – P. 991–1004.

Two studies compared leader-member exchange (LMX) theory and the social identity theory of leadership. Study 1 surveyed 439 employees of organizations in Wales, measuring work group salience, leader-member relations, and perceived leadership effectiveness. Study 2 surveyed 128 members of organizations in India, measuring identification not salience and also individualism/collectivism. Both studies provided good support for social identity predictions. Depersonalized leader-member relations were associated with greater leadership effectiveness among high-than low-salient groups (Study 1) and among high than low identifiers (Study 2). Personalized leadership effectiveness was less affected by salience (Study 1) and unaffected by identification (Study 2). Low-salience groups preferred personalized leadership more than did high-salience groups (Study 1). Low identifiers showed no preference, but high identifiers preferred depersonalized leadership (Study 2). In Study 2, collectivists did not prefer

depersonalized as opposed to personalized leadership, whereas individualists did, probably because collectivists focus more on the relational self.

Horton, K. Me, us and the others: the effects of multi-level workplace identification on inter-team conflict / K. Horton, M. A. Griffin. – Text : electronic // Paper presented at the “Organizational behavior” conference paper abstracts. – Academy of management annual meeting proceedings. – 2010. – Vol. 2010, № 1. – P. 89-90. – URL: <http://dx.doi.org/10.5465/AMBPP.2010.54503774> (дата обращения: 08.04.2019).

We predict that inter-group outcomes within the workplace are significantly affected by employees’ patterns of identification with workplace foci at 3 levels of abstraction. In line with Common Ingroup Identity and Social Identity Complexity models, we argue that whilst strong identification with an inclusive organizational unit may attenuate sub-group conflict, a dominant pattern of identification that favors either a subunit or individual target is likely to be detrimental to inter-group functioning. Focusing on the identification of navy personnel in a longitudinal design, we find compelling evidence of 3 way interactions in which patterns of identification with career, team and ship foci significantly affect the level of conflict reported. Consistent with predictions, we find that personnel who strongly identify with subgroup and personal work targets in the absence of attachments to other workplace foci report heightened conflict when working with members of other teams. We suggest that these findings have critical implications for cross-team collaborative outcomes within the workplace.

Houghton, S. M. Connecting the two faces of CSR: does employee volunteerism improve compliance? / S. M. Houghton, J. T. A. Gabel, D. W. Williams. – Text : unmediated // Journal of business ethics. – 2009. – Vol. 87, № 4. – P. 477-494.

We explored a potential connection between the firms’ external corporate social responsibility (CSR) behaviors and internal compliance: Is there an organizationally valid relationship between these two firm activities? That is, when organizations demonstrate CSR with behaviors external to the firm, such as employee volunteerism, are their employees more likely to demonstrate uncompromised legal and ethical compliance behavior internally? We collected data from 164 working professionals

enrolled in a top-tier MBA program in the southeastern United States regarding their employer-sponsored volunteer activities and their intentions to comply in various organizational compliance vignettes. We found that employer-sponsored volunteerism is associated with uncompromised compliance choices in one of the three vignettes. This finding indicates preliminary support for further inquiry into the relationship within the firm between external CSR behaviors and policies regarding organizational compliance. Post hoc analyses suggest that employer-sponsored volunteerism is strongly associated with a positive organizational identity, but organizational identity is not associated with the significant compliance vignette. This evidence suggests that the underlying mechanism that connects external CSR behaviors and internal compliance intentions is complex and requires future study.

Hoveida, R. A study of relationship between organizational identity and organizational commitment among instructors of the Teacher training centers of Esfahan / R. Hoveida, R. Jamshidian, M. Sadeghian. – Text : unmediated // Interdisciplinary journal of contemporary research in business. – 2011. – Vol. 3, № 3. – P. 510-520.

The purpose of this research was to investigate the relationship between organizational identity with organizational commitment. The statistical society of this study was instructors engaged in teaching at Teacher Training Centers of Esfahan in 2010-2011. A sample of 60 persons was selected by stratified randomly. The method of study was correlative descriptive and data gathering tools were two questionnaires: 1) Meyer & Allen organizational commitment questionnaire (1991), and 2) Cheney organizational identity questionnaire (1982). To verify the enhanced data, Regression and variance analysis were used. Findings indicated that following dimensions have correlation with each other: loyalty factor with affective commitment ($R^2 = 0.217$), membership factor with normative commitment ($R^2 = 0.86$), similarity factor with continence commitment ($R^2 = 0.80$). Also the findings resulting from comparing averages between two sexes, showed lack of difference between responses of the two sexes, but in the case of ages, they indicated differences in averages of organizational identity ($p=0.000$) organizational commitment ($p=0.000$).

Hu, J. I. A. Relative leader–member exchange within team contexts: how and when social comparison impacts individual

effectiveness / J. I. A. Hu, R. C. Liden. – Text : unmediated // Personnel psychology. – 2013. – Vol. 66, № 1. – P. 127-172.

A multilevel model was developed to examine how and when a focal individual's leader-member exchange (LMX) relative to the LMXs of coworkers within the team (relative LMX, or RLMX) influences individual in-role performance, organizational citizenship behavior (OCB), and job satisfaction. Results, based on a sample of 275 leader-member dyads within 35 teams of a beverage company, largely supported the hypotheses. Specifically, using multilevel polynomial regression analyses, the results showed that self-efficacy partially mediated the relationship between RLMX and in-role performance and job satisfaction, and fully mediated the relationship between RLMX and OCB. Furthermore, the results demonstrated that team identification attenuated RLMX's direct effect on self-efficacy, and indirect effects on in-role performance and OCB and team supportive behavior attenuated RLMX's direct effect on self-efficacy and indirect effect on in-role performance.

Huang, J. Leader-member exchange and organizational citizenship behavior: the roles of identification with leader and leader's reputation / J. Huang, L. Wang, J. Xie. Text: unmediated // Social behavior and personality : An international journal. – 2014. – Vol. 42, № 10. – P. 1699-1711.

We used identification theory to develop a model of the processes linking leader-member exchange (LMX) to organizational citizenship behavior. Using a sample of 262 supervisor-subordinate dyads collected in China, we found that followers' identification with the leader mediated the influence of LMX on organizational citizenship behavior. We also found that perceived group leader's reputation moderated the relationship between LMX and identification with the leader, in that the relationship was stronger for individuals scoring high on perceived group leader's reputation than it was for those scoring low.

Huang, J.-W. The effects of transformational leadership on the distinct aspects development of social identity / J.-W. Huang. – Text : unmediated // Group processes and intergroup relations. – 2013. – Vol. 16, № 1. – P. 87-104.

Although transformational leadership (TFL) has been extensively investigated, the mechanism and process by which perceived TFL exerts its influence on followers' social identification development behaviors is

relatively unexplored. Accordingly, this study proposes a latent growth model based on social identity theory to address these influences. To test the proposed model, data were collected by surveying 1,501 employees of R&D departments at Taiwanese IT firms at multiple points in time over a 10-month period. Therein, we found that as employees perceived more TFL at Time 1, they were more likely to show increases in social identification development behaviors over time. Further, increases in social identification development behaviors demonstrate their positive relationship with task performance and organizational citizenship development behaviors over time. My empirical model confirms all of my proposed hypotheses, and these findings highlight that the potential dynamic consequences of organization behaviors can lead to employee career development.

Huang, N. C. L. Creating identity and building reputation: Public relations practices of small businesses in an emerging field: dis. PhD / N. C. L. Huang; University of North Carolina. – Chapel Hill, 2011. – 241 p. – Text : unmediated.

This dissertation explores the identity and reputation management activities of small businesses in an emerging field and investigates the relationship between organizational identity and corporate reputation. The emerging field chosen as a context for this study was nanotechnology. The study employed a mixed-methods approach using interviewing and content analysis methods. First, this study examined how small nanotechnology firms create identity and build reputation. Interviews were conducted with 23 managers at small nanotechnology firms and 14 other persons who work with or are familiar with small nanotechnology firms. Thematic analysis of the interview transcripts found four themes related to identity creation and four themes related to reputation management. Second, this study identified challenges and opportunities the firms face in the process of creating identity and building reputation. Again, using thematic analysis of the interview transcripts, nine themes related to both challenges and opportunities emerged. Third, using a customized values instrument, this study explored the identity-related values the firms expressed in their corporate materials. The computer analysis of the firms' corporate materials found that the five most communicated identity values were helpfulness, ambition, collaboration, innovation, and social recognition. Fourth, the study investigated the reputation of the nanotechnology firms as represented in the news media. Findings showed that some of the nanotechnology firms were more prominent in the news media than others and that all of the firms

were often held in high esteem by the news media. Additionally, the firms were most often portrayed as showing prospects for future growth, leading in innovation, having strong leaders and leaders with clear visions for the future, and producing high quality products. Qualitative comparison of the identity values expressed in the corporate materials and the reputation attributes portrayed in the news articles indicate a relationship exists between the identity and the reputation of the firms.

Humphrey, A. Transformational leadership and organizational citizenship behaviors: the role of organizational identification / A. Humphrey. – Text : unmediated // Psychologist-manager journal. – 2012. – Vol. 15, № 4. – P. 247-268.

Through this study the author explores the role of organizational identification as a mediator of the relationship between transformational leadership and organizational citizenship behaviors. One hundred twenty eight employees were administered Bass and Avolio's Multifactor Leadership Questionnaire Form 5x-Short, Podsakoff and colleagues' Organizational Citizenship Behavior Scale, and Mael and Ashforth's Organizational Identification Scale. While transformational leadership did predict organizational citizenship behaviors, the relationship was not mediated by organizational identification. In fact, organizational identification was negatively related to both transformational leadership and organizational citizenship behaviors. On the other hand, laissez-faire leadership was positively related to organizational identification and negatively related to organizational citizenship behaviors. Hogg's social identity theory of leadership was used to provide a possible explanation for these unpredicted results.

Ishii, K. Dual organizational identification among Japanese expatriates: the role of communication in cultivating subsidiary identification and outcomes / K. Ishii. – Text : unmediated // The international journal of human resource management. – 2012. – Vol. 23, № 6. – P. 1113-1128.

Dual organizational identification is significant for the success of multinational corporation (MNC) employees. This study has extended this research area by examining expatriates of Japan-based MNCs. In addition, this study has extended the existing identity-matching principle by incorporating a communication perspective. It investigated the antecedents and outcomes of subsidiary identification. Self-report survey data from 159

Japanese expatriates in the USA were analyzed. The results indicated the significance of local language proficiency in the development of identification with the subsidiary. In addition, local identification was the predictor of expatriates' adaptation to the subsidiary. Furthermore, the results showed that local organizational identification is related to their stress level in international assignments. These results also supported the growing view of situation-oriented identification. The follow-up interviews reinforced these results.

Iyer, V. Identification of accounting firm alumni with their former firm: antecedents and outcomes / V. Iyer, E. M. Bamber, R. M. Barefield. – Text : unmediated // Accounting, organizations, and society. – 1997. – Vol. 22, № 3. – P. 315–336.

This research develops and tests a model of the identification of accounting firms' alumni with their former accounting firm. The model encompasses (1) both organizational and individual factors associated with the alumni's identification with their former firm and, in turn, (2) the effect of alumni identification on the alumni's inclination to benefit their former firm (i.e. send business to the firm). The results provide insights into the organizational processes within accounting firms from a perspective not examined by prior literature, namely the perspective of accounting firm alumni. The paper's results support the view that alumni are an important asset for accounting firms. The results also suggest that accounting firms can manage this asset. Accounting firm policies that operate while alumni are still employees affect alumni identification, which in turn affects alumni's inclination to benefit their former firm. In addition, the effort accounting firms expend maintaining their alumni base is also associated with alumni's inclination to benefit their former firm.

Jacobs, C. D. Diagnosing organizational identity beliefs by eliciting complex, multimodal metaphors / C. D. Jacobs, D. Oliver, L. Heracleous. – Text : unmediated // The journal of applied behavioral science. – 2013. – Vol. 49, № 4. – P. 485-507.

The purpose of this article is to extend the organizational development diagnostics repertoire by advancing an approach that surfaces organizational identity beliefs through the elicitation of complex, multimodal metaphors by organizational members. We illustrate the use of such «Type IV» metaphors in a postmerger context, in which individuals sought to make sense of the implications of the merger process for the

identity of their organization. This approach contributes to both constructive and discursive new organizational development approaches; and offers a multimodal way of researching organizational identity that goes beyond the dominant, mainly textual modality.

Janssen, O. Us and me: team identification and individual differentiation as complementary drivers of team members' citizenship and creative behaviors / O. Janssen, X. Huang. – Text : unmediated // Journal of management. – 2008. – Vol. 34, № 1. – P. 69-88.

The authors investigate team identification and individual differentiation as complementary drivers of team members' citizenship and creative behavior. As hypothesized, the results of a survey among 157 middle-management team members show team identification to be positively related to citizenship behavior toward other team members, whereas individual differentiation is positively associated with creative behavior. Moreover, citizenship behavior is found to be a mediator that linked team identification to an individual's effectiveness as a team member, whereas creative behavior is the mediating link in the relationship between individual differentiation and individual effectiveness.

Jeong, H. J. The effect of perceived CSR on behavioral outcomes in contingent work arrangements / H. J. Jeong, Y. H. Kim, S. Kang [et al.]. – Text : electronic // Academy of management proceedings. – Briarcliff Manor, NY 10510: Academy of management. – 2015. – Vol. 2015, № 1. – P. 14881. URL: <http://dx.doi.org/10.5465/AMBPP.2015.14881abstract> (дата обращения: 08.04.2019).

While hiring of non-standard workers is common in the workplace, existing research on micro-level corporate social responsibility (CSR) mainly reflects the perceptions of permanent employees. We empirically examine the psychological effects of perceived CSR on the behaviors of contingent workers. Data were collected from drivers who work for broadcasting firms in South Korea. Our analysis supports the mediating role of organizational identification in the relationship between perceived CSR and helping behavior. Our results also show that perceptions of unfairness mediate the effects of perceived CSR on strike intention. Overall, these results suggest that organizational activities related to CSR may be effective for managing behaviors of contingent workers.

Jetten, J. Changing identity: predicting adjustment to organizational restructure as a function of subgroup and superordinate identification / J. Jetten, A. O'Brien, N. Trindall. – Text : unmediated // British journal of social psychology. – 2002. – Vol. 41, № 2. – P. 281-297.

We investigated a work-team restructure within an organization obtaining measures before and after the change occurred. Pre-restructure analyses revealed that, in addition to informational variables, subgroup identification (work-team) and superordinate identification (organization) were important predictors of negative feelings towards the restructure. The more that employees identified with the subgroup, the more negative feelings they reported about the upcoming change. In contrast, the higher the identification with the superordinate group, the less negative employees felt. Longitudinal analysis revealed that compared with the pre-restructure, post-restructure levels of work-team identification, organizational identification, job satisfaction and perceived work-team performance were significantly lower. Pre-restructure work-team identification was a stronger predictor of post-restructure job satisfaction than pre-restructure organizational identification. In addition, it was found that pre-restructure work-team identification and organizational identification had opposing effects on post-restructure organizational identification. There was some evidence that high initial organizational identification protected long-term organizational commitment.

Jiang, J. Y. Two parallel mechanisms of the relationship between justice perceptions and employees' citizenship behaviour: a comparison of the organizational identification and social exchange perspective / J. Y. Jiang, K. S. Law. – Text : unmediated // European journal of work and organizational psychology. – 2013. – Vol. 22, № 4. – P. 423-435.

Based on the widely accepted relationship between procedural justice and organizational citizenship behaviour (OCB), this study examines and compares two mechanisms—social exchange with organization and organizational identification, through which employees are motivated to engage in organizational citizenship behaviour. A total of 152 teachers and their corresponding peers in a middle school completed the survey. We used bootstrapping to test our hypotheses. We found that procedural justice perception of employees is associated with their OCB-I (individual-oriented

OCB) and OCB-O (organizational-oriented OCB) through two different mechanisms. Justice perception was related to OCB-I mainly through social exchange. Meanwhile the effect of justice perception on OCB-O was mainly channelled through organizational identification of the employees. Social exchange and identification are two parallel mechanisms, which may explain the relationship between procedural justice and OCB. However, their psychological mechanisms are different, which could be manifested in their relationships to different patterns of citizenship behaviours. On top of emphasizing various exchanges with employees, organizations should help employees to form a clear and positive organizational identity so that employees are proud of being one of its members. This study is the first to compare directly the effects of social exchange with organizational identification on employee citizenship behaviours.

Jing, D. Interaction between one's own and others' procedural justice perceptions and citizenship behaviors in organizational teams: the moderating role of group identification / D. Jing, C. J. Nam, F. Hashem. – Text : unmediated // Group dynamics. – 2012. – Vol. 16, № 4. – P. 289-302.

Focusing on the social aspects of procedural justice (PJ), we examine the interaction between one's own and others' PJ perceptions in organizational teams. The results derived from 183 employees of 21 work teams indicate that one's own PJ perception is a positive predictor of helping and creative behavior only when others' PJ perception is low. The role of others' PJ as a moderator of the relationship between one's own PJ and helping behavior is stronger when a member's group identification is low than when it is high. This study reveals an intriguing social-comparison process involving PJ in organizations.

Jing, E. Employees' organizational embeddedness: the role of culture / E. Jing, N. Lupton. – Text : electronic // Academy of management annual meeting proceedings. – Briarcliff Manor, NY 10510: Academy of management. – 2018. – Vol. 2018, № 1. – URL: <https://journals.aom.org/doi/10.5465/AMBPP.2018.11020abstract> (дата обращения: 08.04.2019).

This study examines how cultural predispositions influence organizational embeddedness. Previous research has shown that a high level of embeddedness predicts better job performance, organizational commitment, citizenship behaviors, and lower voluntary turnover. It is

therefore useful to understand how organizational embeddedness is developed. From a survey of 283 full-time employees in the United States through an online platform, we found empirical support for a majority of our hypotheses. These findings include that individuals' cultural traits, reflected by individualism-collectivism, and employees' perceived organizational identity orientation predict various dimensions of organizational embeddedness. Hence, employees' cultural perceptions and their perceptions of organizational environment are both important factors in developing embeddedness.

Johnson, M. D. Multiple professional identities: examining differences in identification across work-related targets / M. D. Johnson, F. P. Morgeson, D. R. Ilgen [et al.]. – Text : unmediated // *Journal of applied psychology*. – 2006. – Vol. 91, № 2. – P. 498-506.

Although there is a growing literature on organizational identification, relatively little research has investigated other possible targets of identification. In a sample of veterinarians working in a wide range of organizations, the authors compared their identification with the veterinary profession, their organization, and their workgroup. The authors found different patterns of identification across these targets depending on whether the individual (a) worked in a veterinary medicine or nonveterinary medicine organization and (b) was an owner/partner or an associate. Owners of veterinary medicine organizations identified more with the organization than with either the profession or their workgroup. Associates in veterinary medicine organizations identified more with the organization and the workgroup than with the profession. Veterinarians in nonveterinary medicine organizations identified more with the profession and their workgroup than with the organization. Identification with each of the targets provided independent predictive validity of job satisfaction.

Johnson, S. A. Externalization of employment in a service environment: the role of organizational and customer identification / S. A. Johnson, B. E. Ashforth. – Text : unmediated // *Journal of organizational behavior: The international journal of industrial, occupational and organizational psychology and behavior*. – 2008. – Vol. 29, № 3. – P. 287-309.

This study investigates the impact of employment externalization (in the form of limited-term vs. permanent employment status) on customer-

oriented service behavior, and how identification processes may help to resolve the 'paradox of externalization' (i.e., organizations relying more on potentially disenfranchised employees to maintain strong connections with their customers). Survey data were obtained from 369 sales, service, and technical support personnel from the Canadian subsidiary of a large international service organization in the high technology sector. Organizational and customer identification fully mediate the relationship between employment status and customer-oriented service behavior. Additionally, the perceived external image of the organization and the visibility of one's affiliation with the organization moderate the relationships between employment status and organizational and customer identification.

Jones D. A. Does serving the community also serve the company? Using organizational identification and social exchange theories to understand employee responses to a volunteerism programme / D. A. Jones. – Text : unmediated // Journal of occupational and organizational psychology. – 2010. – Vol. 83, № 4. – P. 857-878.

Little is known about how employees might respond to their company's socially responsible business practices. Hypotheses derived from organizational identification and social exchange theories were tested to explain why employees (N =162) may respond positively to their company's volunteerism programme, a programme through which employees could spend time volunteering during their paid work hours. Support was found for mediated effects suggesting that employees' attitude towards the volunteerism programme ultimately predicted outcomes (e.g., intentions to stay) through its effect on organizational identification. Results also showed that exchange ideology moderated the effects of volunteer-programme attitudes on supervisor-reported organizational citizenship behaviour measured 6 months later, suggesting that some employees reciprocate the benefits they receive from a volunteerism programme.

Kalshoven, K. Why and when does ethical leadership evoke unethical follower behavior? / K. Kalshoven, H. Van Dijk, C. Boon. – Text : unmediated // Journal of managerial psychology. – 2016. – Vol. 31, № 2. – P. 500-515.

Purpose. In examining whether social exchange or social identity mechanisms drive the relationship between ethical leadership and unethical pro-Organizational behavior (UPB), the purpose of this paper is to argue

that the mechanism linking ethical leadership and UPB varies for different levels of job autonomy. Design/methodology/approach. Data were requested from 225 employees in several Dutch organizations, of which 156 questionnaires were returned. The authors used multilevel path analysis in MPlus to test the hypotheses, which allows for simultaneous estimation of different regression equations and for testing the significance of indirect effects. Findings. In line with the hypotheses, results revealed a direct relationship between ethical leadership and UPB when followers have little job autonomy. For followers high on job autonomy, the authors found that ethical leadership relates to UPB via organizational identification. Practical implications. It is advised to use ethical leadership with care when it focusses on reciprocity and identification. The results suggest that followers may be inclined to justify their unethical actions by appealing to the principle of higher loyalty – believing they are just doing what the organization wants them to do. Originality/value. Previous research has used social learning theory to show that ethical leadership is likely to stimulate and transfer ethical norms and behaviors. The current study however demonstrates the reciprocal and dark side of ethical leadership, as the authors found that ethical leadership can encourage UPB for followers with low job autonomy.

Katrinli, A. Exploring the antecedents of organizational identification: the role of job dimensions, individual characteristics and job involvement / A. Katrinli, G. Atabay, G. Gunay [et al.]. – Text : electronic // Journal of nursing management. – 2009. – Vol. 17, № 1. – P. 66-73. – URL: <https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1365-2834.2008.00941.x> (дата обращения: 05.05.2020).

Aim: This study aims to identify the antecedents of organizational identification such as job involvement and job dimensions in a health care setting. Background: Organizational identification is an important work attitude that affects nurses' performance and job satisfaction. Hence, exploring antecedents of organizational identification in a health care setting is vital in understanding the role of organizational identification in nurse- and patient-related outcomes. Method: a research model, which incorporates job design, individual characteristics, job involvement and organizational identification, was developed and tested. The research was conducted via a survey in a hospital setting in Turkey (n = 148). Results: the results revealed that job involvement, which is the degree of importance of one's job to one's self-image, is related to organizational identification.

Among job dimensions, task identity and autonomy explained a significant proportion of variance in job involvement. Conclusion: Although job dimensions are not directly related to organizational identification, they have effects on job involvement, which is also an important construct. Implications for nursing management: the results suggest that nurses' jobs should be designed with higher levels of task autonomy and task identity to increase their job involvement and in turn their organizational identification.

Kaya, S. D. Effects of organizational trust on identification in a university hospital in Turkey / S. D. Kaya, Y. Y. Ileri, A. Yuceler. – Text : unmediated // Journal of human sciences. – 2017. – Vol. 14, № 2. – P. 2014-2020.

The organizational trust of professionals in the health sector and the levels of identification with their organizations are significant issues. In this respect we aimed to determine the levels of trust which employees at a university hospital in Konya, Turkey (235 employees) feel towards their organizations and the levels of identification with their organizations, and to discover the relationship between the levels of their organizational trust and organizational identification. We conducted our study between April-June 2013 and we used the questionnaire technique. The questionnaire consisted of demographic questions and organizational trust and organizational identification scales. The data were arranged in the SPSS and frequency, descriptive statistics, t test correlation and regression analyses were performed. As a result of the findings that emerged, the levels of healthcare employees' trust in their organization and their identification with it were found to be high. A statistically significant difference was found by gender (male have higher average scores than female) between levels of organizational trust and organizational identification. Moreover, a very high and positive relationship (89% significance level) was found between healthcare employees' trust and the level of identification.

Kellison, T. B. The work attitudes of millennials in collegiate recreational sports / T. B. Kellison, K. Yu Kyoum, M. J. Magnusen. – Text : unmediated // Journal of park and recreation administration. – 2013. – Vol. 31, № 1. – P. 78-97.

In this study, structural equation modeling of data collected from 522 millennial recreational sports employees representing eight higher education institutions revealed a range of relationships among motivators (recognition, job control, shared core values, work itself, work schedule

flexibility, satisfactory pay rate), member reactions (organizational identification, job satisfaction), and responses in productivity (organizational citizenship behavior, investment in work, turnover intentions). Recognition, job control, and shared core values were significantly related to organizational identification, and work itself, work schedule flexibility, and satisfactory pay rate were significantly related to job satisfaction. With regard to the practical outcomes, organizational identification was significantly related to organizational citizenship behavior and investment in work, and job satisfaction was significantly related to investment in work and turnover intentions (negatively). These findings suggest human resource management practices may not need altering to account for intergenerational differences.

Kesen, M. Linking organizational identification with individual creativity: organizational citizenship behavior as a mediator / M. Kesen. – Text : unmediated // Journal of Yasar university. – 2016. – Vol. 11, № 41. – P. 56-66.

This empirical study seeks to add depth and clarity to the research of individual creativity and combines it with reflections about organizational identification and organizational citizenship behaviors. The study results were based on the questionnaire data gathered from 177 employees working in 25 different textile companies in Istanbul, a major city of Turkey. Results from the current study showed that organizational identification positively affects individual creativity. Besides, organizational identification affects all dimensions of organizational citizenship behaviors which are conscientiousness, sportsmanship, helping and civic virtue. Furthermore, helping and civic virtue dimensions of organizational citizenship behaviors were found as mediator variables in the relationship between organizational identification and employees' creativeness.

Kim, D. An empirical investigation of psychological reactance to employees' restricted mobility / D. Kim. – Text : electronic // Academy of management proceedings. – Briarcliff Manor, NY 10510: Academy of management. – 2016. – Vol. 2016, № 1. – P. 13717. – URL:<https://journals.aom.org/doi/abs/10.5465/ambpp.2016.13717abstract> (дата обращения: 08.04.2019).

This study begins with the premise that restricted employees' opportunities for intra organizational mobility influence their psychological state and performance based on psychological reactance theory (PRT)

(Brehm, 1966). Referring to the previous conceptual framework of the psychological reactance model (Dillard & Shen, 2005), we examined employees' psychological states, attitudes, and behaviors. The results of a two-wave survey with a sample of 121 employees and 20 team leaders supported the hypothesized relationship between resistance to restricted mobility within an organization and burnout. Indeed, burnout had significant effects on organizational identification, subsequently resulting in low levels of organizational citizenship behavior assessed by team leaders.

Kim, H. E. The role of mentoring in fostering organizational and professional identifications in lawyers / H. E. Kim, J. U. Chun, J. Y. Oh. – Text : electronic // Academy of management proceedings. – Briarcliff Manor, NY 10510: Academy of management. – 2017. – Vol. 2017, № 1. – P. 13370. – URL: <http://dx.doi.org/10.5465/AMBPP.2017.13370> abstract (дата обращения: 08.04.2019).

This study examined the role of supervisory mentoring on identification processes in lawyers, which subsequently affect their attitudes and behaviors at work. Based on social identity theory and social exchange theory, we examined the indirect effect of supervisory mentoring on extra-role behavior (OCB) and burnout in lawyers in Korea. Specifically, organizational identification (OI) and professional identification (PI) were put forth as the important psychological mechanism through which lawyers shape their workplace attitudes and behaviors. Results showed that OI mediated the negative relationship between supervisory mentoring and burnout. Moreover, PI negatively moderated the OI-burnout relationship, such that the attenuation of burnout by OI was greater when PI was higher.

Kim, S. Organizational attitudes as precursors to training performance / S. Kim, H. J. Hahn, J. Lee. – Text : unmediated // Human resource development quarterly. – 2015. – Vol. 26, № 4. – P. 409-429.

In most prior research on training and development, employees' attitudes toward their organization have been viewed as consequences of training interventions rather than as antecedents. This study asserts that affective organizational commitment and organizational identification are performance predictors of training designed to directly address the collective interests of the organization. Additionally, we expected that organizational identification has a stronger positive effect on training performance than does organizational commitment. To test these hypotheses, the independent variables were measured in 149 trainees prior

to the beginning of the training program. Observers' ratings of behavioral performance were evaluated as the training outcome using an assessment center method. The analysis showed that organizational identification significantly predicts training performance, whereas organizational commitment does not.

Ko, S.-H. Bridging service employees' perceptions of CSR and organizational citizenship behavior: the moderated mediation effects of personal traits / S.-H. Ko, T.-W. Moon, W.-M. Hur. – Text : unmediated // *Current psychology*. – 2018. – Vol. 37, № 4. – P. 816-831.

This study aims to examine how service employees' perceptions of corporate social responsibility (CSR) affect their organizational citizenship behavior (OCB) at work and its mediated link through organizational identification. Another important purpose of this study is to see whether personal traits such as gender, age, and work experience moderate the relationship between the CSR perceptions of service employees and organizational identification. Using a sample of 250 frontline service employees at four five-star hotels in South Korea and employing a mediation model by way of structural equation modeling, we estimated the moderating effect of three personal traits - gender, age, and work experience - on the relationship between CSR perceptions of service employees and organizational identification. The CSR perceptions of service employees increase their organizational identification, which ultimately increases OCB. Moreover, organizational identification partially mediates the relationship between the CSR perceptions of service employees and OCB. Furthermore, the results of our study show that the positive relationship between the CSR perceptions of service employees and organizational identification are moderated by gender, age and work experience.

Koivisto, S. A leader's procedural justice, respect and extra-role behaviour: the roles of leader in-group prototypicality and identification / S. Koivisto, J. Lipponen. – Text : unmediated // *Social justice research*. – 2015. – Vol. 28, № 2. – P. 187-206.

The relational models of procedural justice suggest that a leader's procedural justice indicates to group members whether they are respected members of the group or not and that feelings of respect induce subsequent group-serving behaviour. Importantly, these models also present, and previous empirical studies show, that a leader's procedural justice conveys respect-related information most powerfully when the leader is in-group

prototypical. The present study of 153 employees from 20 children's day-care centres builds on these assumptions and develops them further. This study shows that leader in-group prototypicality moderates the relationship between the leader's procedural justice and group members' feelings of respect only when group members are highly identified with the group. In addition, our study reveals that feelings of respect mediate the relationship between the leader's procedural justice and group members' extra-role behaviour only if perceived leader in-group prototypicality and group identification are concurrently at a relatively high level.

Kong, D. T. The pathway to unethical pro-organizational behavior: organizational identification as a joint function of work passion and trait mindfulness / D. T. Kong. – Text : unmediated // Personality and individual differences. – 2016. – Vol. 93. – P. 86-91.

Employees' unethical behavior is largely intended to harm organizations, but their unethical pro-Organizational behavior (UPB) is intended to benefit organizations. A prominent force for UPB is organizational identification (OID), but what determines OID remains poorly understood. A better understanding of this issue can help employees and organizations manage UPB. The current research examines how work passion and trait mindfulness jointly determine OID, which drives UPB. A field study with 120 U.S. employees demonstrated that mindfulness moderated the relationships between obsessive passion and OID and between obsessive passion and UPB, and OID mediated the latter relationship only when mindfulness was low. Harmonious passion was positively related to OID, yet not moderated by mindfulness. On the other hand, perceived organizational support was positively related to OID, and yet not significantly related to UPB. In order to reduce OID and resultant UPB, employees can reduce obsessive passion while enhancing trait mindfulness.

Korschun, D. When and how does corporate social responsibility encourage customer orientation / D. Korschun, C. B. Bhattacharya, S. D. Swain. – Text : unmediated // ESMT European school of management and technology. – 2011. – Vol. 11, № 5. – P. 1-56.

A study involving a Global 500 company finds that frontline employees' perceptions of corporate social responsibility (CSR) can contribute to their customer orientation (self-rated) and objective job performance (supervisor-rated) by activating social identification

processes. Employees identify with the organization based in part on the extent to which CSR is supported by salient and job-relevant others both internal and external to the organization. Looking internally, employees identify with the organization to the extent that they perceive management to support CSR. Looking externally, employees can identify with customers (called employee-customer identification) to the extent they perceive customers to support the company's CSR. Both effects are enhanced when employees feel CSR is an important (versus non-important) part of their self-concept. Organizational identification directly drives job performance while employee-customer identification contributes to job performance through its effects on organizational identification and customer orientation.

Kraus, F. Toward a contingency framework of interpersonal influence in organizational identification diffusion / F. Kraus, M. Ahearne, S. K. Lam [et al.]. – Text : unmediated // Organizational behavior and human decision processes. – 2012. – Vol. 118, № 2. – P. 162-178.

Drawing from the social information processing approach, the authors develop a contingency framework that captures organizational identification (OI) diffusion through two key interpersonal influencers, supervisors and expert peers. In two multi-level studies in two countries, results consistently show that supervisors' and expert peers are important influencers of OI diffusion because their OI is positively related to frontline employees' OI. As the focal employee's organizational tenure increases, the lateral OI transmission from expert peers grows stronger while the downward OI transmission from supervisors grows weaker. Work-group OI diversity weakens both the downward and the lateral transmission. A time-lagged analysis further validates the temporal order of these processes. OI in turn predicts frontline employees' objective performance.

Kreiner, G. E. Evidence toward an expanded model of organizational identification / G. E. Kreiner, B. E. Ashforth. – Text : unmediated // Organizational behavior. – 2004. – Vol. 25, № 1. – P. 1–27.

Recent research on organizational identification has called for the consideration of an expanded model of identification, which would include a more thorough treatment of the ways an individual could derive his or her identity from the organization. This paper begins to answer that call by testing operationalizations of the four dimensions of the expanded model: identification, disidentification, ambivalent identification, and neutral

identification. Survey results from 330 employed adults support the discriminability of the four dimensions. This exploratory study also begins to establish the criterion-related validity of the model by examining organizational, job-related, and individual difference variables associated with the four dimensions of the model, and suggests implications for the expanded model's strong potential for applications in organizational identification research.

Kumar, M. Satisfaction of learning, performance, and relatedness needs at work and employees' organizational identification / M. Kumar, H. Jauhari. – Text : unmediated // International journal of productivity and performance management. – 2016. – Vol. 65, № 6. – P. 760-772.

In today's scenario when loyalty can no longer be demanded from employees, the extent of organizational identification (OID) of employees predicts outcomes of organizational interest. It is therefore essential for organizations to foster the sense of oneness in employees. Since, need satisfaction lies at the core of human motivation, the purpose of this paper is to test if satisfaction of learning, performance, and relatedness needs at workplace could influence employees' identification with the organization. For this study, the authors collected data from 365 professionals representing diverse work backgrounds and analysed it using structural equation modelling approach. Results suggest that OID is positively influenced by satisfaction of these three needs and about 45 per cent of its variance is explained by these needs.

Lam, L. W. Looking intra-organizationally for identity cues: whether perceived organizational support shapes employees' organizational identification / L. W. Lam, Y. Liu, R. Loi. – Text : unmediated // Human relations. – 2016. – Vol. 69, № 2. – P. 345-367.

We propose that employees' perceptions of intra-organizational cues are an important factor influencing their identification with their organizations. Building on self-categorization theory, we examine whether perceived organizational support influences organizational identification. We contend that in addition to the mediating effect of affective commitment, organizational identification also mediates the effect of perceived organizational support on employees' extra-role behavior. We collect perceptions of perceived organizational support, organizational identification and extra-role behavior information from 363 nurses in China

using a three-wave data collection method and find empirical evidence to support most of our hypotheses. We find that collectivism moderates the indirect effect of perceived organizational support on extra-role behavior through organizational identification.

Lam, L. W. The identity-based explanation of affective commitment / L. W. Lam, Y. Liu. – Text : unmediated // *Journal of managerial psychology*. – 2014. – Vol. 29, № 3. – P. 321-340.

Drawing on social identity and self-categorization theories and building on Meyer and Herscovitch's (2001) work on affective commitment, this study aimed to examine the relationship between organizational identification and affective commitment, and the relationships between these two variables and employees' attitude and behavior. Data were collected on-site from 158 automobile dealership employees in central China. Regression analysis and hierarchical linear modeling were used to analyze the survey data. Organizational identification was positively related to affective commitment. Affective commitment was negatively related to turnover intention and positively related to job performance. Affective commitment mediated the relationship between organizational identification and turnover intention, but did not mediate the relationship between organizational identification and job performance.

Lasrado, F. Social identity and environmental citizenship in multinational corporations: an exploratory investigation and future research directions / F. Lasrado, B. Arora. – Text : unmediated // *Social identities*. – 2018. – Vol. 24, № 5. – P. 624-646.

Adapting to a 'green' agenda requires active engagement of all relevant stakeholders such as societies, national, international and multinational corporations. Within organizations, leaders need to create a conducive organizational culture and identity to inculcate prosocial behaviours for becoming environmentally sensitive and responsible among employees through environmental citizenship. It can be argued that environmental citizenship among employees can enhance an organization's environmental performance and impacts. Linking the notions and theories of social identity and environmental citizenship, this exploratory study examines the perceptions, attitudes and values of managers on engaging employees in green involvement. We also explore the organizational factors that were implemented across the workplace and its underpinning sustainable strategies for green engagement with an overarching research question: How can organizations promote green behaviour and identity

among employees and engage them in meeting green targets for organizations? We employed a qualitative method by designing a focus group study. Our findings help us explore factors for promoting a social identity and environmental citizenship in business organizations and to understand specific methods that motivate green behaviours among employees, so that a culture and identity of being green becomes prominent and extends to the homes and wider society of employees.

Law, K. S. Employee corporate volunteering, organizational identification and work outcomes / K. S. Law, M. J. Zhang, Y. N. Li [et al.]. – Text : electronic // Academy of management proceedings. – Briarcliff Manor, NY 10510: Academy of management. – 2018. – Vol. 2018, № 1. – P. 18214. – URL: <http://dx.doi.org/10.5465/AMBPP.2018.18214abstract> (дата обращения: 08.04.2019).

Although companies are increasingly adopting volunteering programs as a form of corporate social responsibility, studies are lacking on the antecedents, consequences, and contingencies of employee participation in corporate volunteering programs. In response, we explore the questions of why some employees actively volunteer in corporate volunteering programs while others do not and how and when employees' corporate volunteering engagement influence their organizational outcomes. Using a three-wave cross-lagged panel design with a sample from a large chain store, we found the reciprocal relationship between organizational identification and participation in corporate volunteering programs. Furthermore, our results showed that a sense of pressure to participate in corporate volunteerism weakened the positive effect of corporate volunteerism participation on organizational identification, and work outcomes including job performance and organizational citizenship behaviors.

Leach, C.W. Group-level self-definition and self-investment: a hierarchical (multicomponent) model of in-group identification / C.W. Leach, M. van Zomeren, S. Zebel, M.L.W. Vliek, S.F. Pennekamp, B. Doosje, J.W. Ouwerkerk, R. Spears. – Text : unmediated // Journal of personality and social psychology. – 2008. – Vol. 95, № 1. – P. 144–165.

Recent research shows individuals' identification with in-groups to be psychologically important and socially consequential. However, there is little agreement about how identification should be conceptualized or

measured. On the basis of previous work, the authors identified 5 specific components of in-group identification and offered a hierarchical 2-dimensional model within which these components are organized. Studies 1 and 2 used confirmatory factor analysis to validate the proposed model of self-definition (individual self-stereotyping, in-group homogeneity) and self-investment (solidarity, satisfaction, and centrality) dimensions, across 3 different group identities. Studies 3 and 4 demonstrated the construct validity of the 5 components by examining their (concurrent) correlations with established measures of in-group identification. Studies 5-7 demonstrated the predictive and discriminant validity of the 5 components by examining their (prospective) prediction of individuals' orientation to, and emotions about, real intergroup relations. Together, these studies illustrate the conceptual and empirical value of a hierarchical multicomponent model of in-group identification.

Leavitt, K. Asking about well-being gets you half an answer: intra-individual processes of implicit and explicit job attitudes / K. Leavitt, C. T. Fong, A. G. Greenwald. – Text : unmediated // Journal of organizational behavior. – 2011. – Vol. 32, № 4. – P. 672-687.

Job attitudes, as indicators of well-being, vary within individuals across cognitive processes and not just time. Research on employee well-being has relied primarily on self-reported measures of explicit job and life attitudes. Our work takes a different perspective on this issue by examining the role of implicit attitudes regarding one's organization, coworkers, and supervisor as indicators of well-being. Implicit attitudes are automatic, introspectively inaccessible, and predict behavior in socially sensitive contexts in which self-report measures may be impaired by impression management. The results of a field study demonstrate that implicit and explicit job attitudes reflect relatively independent intra-individual processes. Additionally, this study demonstrates that job performance and citizenship behaviors are best predicted by a combination of implicit and explicit job attitudes, and that a dissociation between implicit and explicit attitudes impacts organizational identification.

Lee, E.-S. Identification through socialization: evidence from a Korean company's newcomer training program / E.-S. Lee. – Text : electronic // Paper presented at the “Organizational behavior” conference paper abstracts. – Academy of management annual meeting proceedings. – 2010. – Vol. 2010, № 1. – P. 66. – URL:

<http://dx.doi.org/10.5465/AMBPP.2010.54503774> (дата обращения: 08.04.2019).

Using multi-methods, this paper explores the process of organizational identification in an early socialization context, a newcomer training program in a Korean company. Interviews with trainers showed that the organization uses institutionalized socialization tactics that seek to impose an organizationally espoused identity on newcomers, thereby imbuing organizational identification. Interviews with trainees showed that an individual's organizational identification is generated through a twofold process—cognitive path and affective path. Subsequent quantitative analysis with longitudinal survey data from trainees confirmed this process of organizational identification. It also revealed that mentor identification, overlapping both paths, plays a significant role in increasing organizational identification, but this is not necessarily true for team identification.

Lehr, J. K. Motivation, organizational identification, and experiences of the quality examiner / J. K. Lehr, R. E. Rice. – Text : unmediated // Quality management journal. – 2002. – Vol. 9, № 1. – P. 63-90.

This article analyzes factors that influence a person's decision to become a quality examiner. Basic motivational needs, organizational identification, and demographic measures were the primary conceptual factors used in this study. Survey responses from examiners of Johnson & Johnson's Signature of Quality process and other employees showed that (1) personal motivations for becoming an examiner were predominately self-actualization and belongingness, with some pragmatic emphasis on improving quality in one's organization or unit, (2) people underestimated the amount of time and energy required, and the value, and comprehensiveness of the experience, (3) the best aspects of training included hands-on experience, excellence criteria, case study, and learning from other examiners, and (4) the best aspects of the examiner process were interactions with other examiners and the applicant company employees. The only aspects significantly associated with higher organizational identification were more years working with the organization and a greater perception of the usefulness of the process for improving businesses.

Leonardelli, G. J. Perceiving expatriate coworkers as foreigners encourages aid: social categorization and procedural justice

together improve intergroup cooperation and dual identity / G. J. Leonardelli, T. S. Min. – Text : unmediated // Psychological science. – 2011. – Vol. 22, № 1. – P.110-117.

We propose that social categorization can encourage particular forms of intergroup cooperation because it differentiates a group in need from a group that can give aid. Moreover, social categorization is most likely to occur when individuals perceive procedural justice (i.e., fair treatment) from authorities in a superordinate group that includes the individuals' subgroup. Two field studies investigating relations between local and foreign coworkers tested not only this prediction, but also whether high social categorization and procedural justice would yield a dual identity, in which group members identify simultaneously with their social category and the superordinate group. Both studies supported our predictions: Local employees engaged a dual identity and offered knowledge to aid a foreign coworker's adjustment more often when local-foreign categorization and procedural justice from organizational authorities were high than when these variables were low.

Li, J. Leader-member exchange and leader identification: comparison and integration / J. Li, S. Furst-Holloway, S. S. Masterson [et al.]. – Text : unmediated // Journal of managerial psychology. – 2018. – Vol 33, № 2. – P. 122-141.

The purpose of this paper is to compare and integrate leader-member exchange (LMX) and leader identification (LID) as concurrently functioning mediators between three leadership styles (individual-focused transformational, contingent reward, and benevolent paternalistic) and two citizenship behaviors (helping and taking charge). Chinese organizations. Partial least squares structural equation modeling and relative weight analysis were used in data analyses. In established, steady-state leader-member alliances, LMX was the dominant explanation between various leadership styles and helping; whereas LID explained leadership effects on taking charge. Three-stage indirect effects of leadership-LMX-LID-taking charge were found. Also, LMX and LID related to the three focal leadership styles in distinct ways.

Li, J. Not all transformational leadership behaviors are equal: the impact of followers' identification with leader and modernity on taking charge / J. Li, S. Furst-Holloway, L. Gales [et al.]. – Text :

unmediated // Journal of leadership and organizational studies. – 2017. – Vol. 24, № 3. – P. 318-334.

This study investigates how each dimension of transformational leadership directly and indirectly influences followers' change-oriented behaviors. Using a sample of 329 independent leader–follower dyads from a wide range of Chinese organizations, we examine followers' identification with leader as an intervening variable between the four dimensions of transformational leadership («core» transformational behaviors, high-performance expectations, individualized support, and intellectual stimulation) and followers' taking charge behaviors. Results showed that intellectual stimulation had the highest relative effect size that was largely due to its direct effect on taking charge. Individualized support only exerted a significant indirect effect. Additionally, the negative direct and positive indirect effects of high-performance expectations rendered its total effect nonsignificant. Furthermore, the direct, indirect, and total effects of «core» transformational behaviors were nonsignificant. We also found that followers' value of modernity moderated the effect of identification with leader on taking charge. The indirect effects of intellectual stimulation, individualized support, and high-performance expectations were significant when modernity was high but nonsignificant when it was low.

Lieh-Ching, C. The impact of relationship conflict on job satisfaction, organizational identification, and loyalty behavior / C. Lieh-Ching, K. Kai-Hsien. – Text : unmediated // Global business and international management conference. – 2013. – Vol. 6, № 3. – P. 40-46.

Conflict occurs over a number of situations, the complexity of the corporate sector, the increasing interaction among employees, and the differences in the staff's background, values, job responsibilities, positions, standpoints, and interests. The relationship conflict caused by interpersonal incompatibility or discordance tends to affect the feelings of the parties involved working environment, such as, job satisfaction, organizational identification, and loyalty behavior towards the organization. Based on the empirical analysis of the correlations between employees' relationship conflict, job satisfaction, organizational identification, and loyalty behavior, this study attempt to ascertain 1) the correlation between employees' relationship conflict and job satisfaction; 2) the correlation between employees' relationship conflict and organizational identification; 3) the correlation between employees' relationship conflict and loyalty behavior; 4) the impact on organizations via employees' relationship conflict so that

enterprises can understand and manage their employees' relationship conflict with caution, thus boosting their job satisfaction, and organizational identification and loyalty.

Lin, B. How underemployment benefits: the curvilinear mediated moderation mechanism of task crafting / B. Lin, K. S. Law, J. Zhou. – Text : electronic // Academy of management proceedings. – Briarcliff Manor, NY 10510: Academy of management. – 2014. – Vol. 2014, № 1. – P. 12624. – URL: <https://doi.org/10.5465/ambpp.2014.12624abstract> (дата обращения: 08.04.2019).

Drawing on job crafting perspective, we theorized an integrative model linking perceived underemployment to three behavioral outcomes, creative performance, organizational citizenship behavior and destructive deviance. Using data collected from two sources (327 teachers and their immediate supervisors) via a three-wave time-lagged research design, we found support to our hypothesis that the joint effect of perceived underemployment and organizational identification on task crafting was curvilinear. When the teachers' organizational identification was high rather than low, they engaged in more task crafting for the organization at intermediate levels of perceived underemployment (an inverted U shape). Further, task crafting in turn positively related to creative performance and organizational citizenship behavior but negatively to organization deviance, indicating a curvilinear mediated moderation mechanism as a whole.

Lin, B. Why is underemployment related to creativity and OCB? A task-crafting explanation of the curvilinear moderated relations / B. Lin, K. S. Law, J. Zhou. – Text : electronic // Academy of management journal. – 2017. – Vol. 60, № 1. – P. 156-177. – URL: <https://doi.org/10.5465/amj.2014.0470> (дата обращения: 08.04.2019).

Based on the job-crafting perspective, we theorized a serial curvilinear mediated moderation model that links underemployment to two outcomes that benefit the organization: creativity and organizational citizenship behavior. A three-waved time-lagged survey of teachers and a field study of technical workers provided convergent support for this model. In Study 1, using data from 327 teachers and their immediate supervisors, we found support for our hypotheses that perceived underemployment had an inverted U-shaped relationship with task crafting and that this relationship was moderated by organizational identification. When the

teachers' organizational identification was high, they engaged in more task crafting for the organization at intermediate levels of perceived underemployment. We also found that task crafting was positively related to creativity and organizational citizenship behavior. In Study 2, the simulation tasks for 297 technical workers provided convergent evidence for the idea that objective underemployment indirectly influences objective task crafting through perceived underemployment with the inverted U-shaped path from perceived underemployment to task crafting.

Lin, C. S. Pseudo-transformational leadership is in the eyes of the subordinates / C.-S. Lin, P.-C. Huang, S.-J. Chen [et al.]. – Text: unmediated // *Journal of business ethics*. – 2017. – Vol. 141, № 1. – P. 179-190.

Based on attribution theory, this research defines pseudo-transformational leadership to be driven by the interaction between transformational leadership and the subordinates' perception of their supervisor's manipulative intention. We investigate the effects of pseudo-transformational leadership on contextual performance through organizational identification. The results of hierarchical linear modeling using a sample of 214 subordinates reporting to 66 supervisors show that when subordinates perceive that their supervisor has a high level of manipulative intention, the impact of group-level transformational leadership on the subordinates will be reduced. More specifically, when subordinates perceive the manipulative intention of transformational leadership, they are less likely to identify with the organization, which ultimately limits their willingness to demonstrate contextual performance activities.

Lin, X. What signals does procedural justice climate convey? The roles of group status, and organizational benevolence and integrity / X. Lin, K. Leung. – Text : unmediated // *Journal of organizational behavior*. – 2014. – Vol. 35, № 4. – P. 464-488.

We propose and test a theoretical framework to explore why and how procedural justice climate influences individual behaviors after controlling for the influence of individual justice perception. Two types of symbolic information conveyed by procedural justice climate are considered. We argue that procedural justice climate reflects the status of or respect for a justice recipient, a work unit within an organization in our context, which then influences the identification of its members with the

work unit. Procedural justice climate also reflects the moral attributes of a justice actor, herein an organization, which then influences organizational identification and perceived job security. Consistent with these arguments, results showed that perceived respect for the work unit mediated the relationship between procedural justice climate and identification with the work unit, and both perceived organizational benevolence and integrity mediated the relationship of procedural justice climate with organizational identification and job security. The two types of social identification and perceived job security were related to several outcome variables differently.

Lipponen, J. Perceived procedural justice and employee responses to an organizational merger / J. Lipponen, M. E. Olkkonen, M. Moilanen. – Text : unmediated // *European journal of work and organizational psychology*. – 2004. – Vol. 13, № 3. – P. 391-413.

This study investigated the effects of procedural justice perceptions on employee responses to an organizational merger. On the basis of research on organizational justice and the social psychological theory of intergroup relations, our main hypothesis was that perceived justice of the merger implementation is positively related to post-merger organizational identification and perceptions of common ingroup identity. post-merger identification and common ingroup identity, in turn, were hypothesized to be related to positive attitudes towards the employees of the merger partner and to extra-role behaviour. Results based on a sample of 189 employees from a merged organization indicated partial support for our hypotheses.

Lipponen, J. Subgroup identification, superordinate identification and intergroup bias between the subgroups / J. Lipponen, K. Helkama, M. Juslin. – Text : unmediated // *Group processes and intergroup relations*. – 2003. – Vol. 6, № 3. – P. 239-250.

The primary aim of this study was to investigate the effects of subgroup and superordinate identification on intergroup differentiation between the subgroups. Hypotheses based on the social identity approach were formed and tested in two samples gathered from the same Finnish shipyard: Sample 1 consisted of the employees of 20 different subcontractors working at the shipyard, and Sample 2 consisted of the shipyard's own workforce. The results from Sample 1 supported the idea that subgroup identification (identification with the subcontractor) is positively related to ingroup bias, and superordinate identification (identification with the shipyard) is negatively related to ingroup bias

toward other subgroups under the same superordinate category (shipyard). Among the shipyard's own workers (Sample 2), in turn, identification with the shipyard was significantly related to increased levels of ingroup bias toward the subcontractors working there. The results, thus, indicate that the positive effects of superordinate identification on subgroup relations may be limited to only some of the subgroups.

Liu, B. The psychological mechanisms of public service motivation: a two-wave examination / B. Liu, J. L. Perry. – Text : unmediated // Review of public personnel administration. – 2016. – Vol. 36, № 1. – P. 4-30.

To explore the psychological mechanism of public service motivation (PSM), we used a time-lagged design to examine the mediating effects of organizational identification on the relationship between PSM and work attitudes (i.e., job satisfaction) and behavior (i.e., community citizenship behavior). A two-wave study of 241 public servants from District A of a large metropolitan city in Eastern China was conducted. Controlling job security and demographic variables, results from a structural equation modeling showed the relationship between public service motivation and job satisfaction and the relationship between public service motivation and community citizenship behavior were partially mediated by organizational identification. Results also demonstrated that in comparison with job security, public service motivation contributed more to community citizenship behavior than job satisfaction.

Liu, Z. Leadership style and employee turnover intentions: a social identity perspective / Z. Liu, Z. Cai, J. Li [et al.]. – Text : unmediated // Career development international. – 2013. – Vol. 18, № 3. – P. 305-324.

The purpose of this research is to study how an approach of culturally-specific human resource management (HRM) should moderate the relationship between leadership style and employee turnover. Questionnaire data were collected from firms in both Shenzhen and Hong Kong. The subjects are 190 leader/member dyads (111 (58 percent) were from mainland China (i.e. Shenzhen), and 79 (42 percent) were from Hong Kong). Hierarchical regression model is adopted to test the hypotheses. Collecting empirical data from firms in different regions of China, it was found that a leadership style, i.e. leader-member exchange (LMX), can have a significant effect on employee turnover. Moreover, the effect of LMX can

be moderated by the C-HRM-oriented HRM (C-HRM) approach. The paper concludes with a discussion of the implications of the findings to academic researchers and practitioners. There exist both the direct effect and interactive effect of LMX on employees' organization identity, which in turn affects their turnover. Moreover, collectivism-oriented HRM (C-HRM) moderates the relationship between LMX and employees' organization identity. Other conditions being equal, the higher the C-HRM, the stronger is the positive relationship between LMX and organization identity.

Ma, B. Job security and work performance in Chinese employees: the mediating role of organizational identification / B. Ma, S. Liu, D. Liu [et al.]. – Text : unmediated // International journal of psychology. – 2016. – Vol. 51, № 2. – P. 123-129.

This research focuses on investigating whether organizational identification mediates the effects of job security on in-role behaviour and extra-role behaviour and how these mediation mechanisms differ according to gender. Through analysing 212 supervisor-subordinate dyads from a Chinese air transportation group, the research indicated that organizational identification partially mediated the effect of job security on in-role behaviour and fully mediated the effect of job security on extra-role behaviour. A multi-group analysis also showed that there were significant differences between male and female employees in these relationships. In addition, moderated mediation analyses showed that gender moderated the indirect effects of job security on in-role behaviour and extra-role behaviour through organizational identification.

Madjar, N. Factors for radical creativity, incremental creativity, and routine, noncreative performance / N. Madjar, E. Greenberg, Z. Chen. – Text : unmediated // Journal of applied psychology. – 2011. – Vol. 96, № 4. – P. 730-743.

This study extends theory and research by differentiating between routine, noncreative performance and 2 distinct types of creativity: radical and incremental. We also use a sensemaking perspective to examine the interplay of social and personal factors that may influence a person's engagement in a certain level of creative action versus routine, noncreative work. Results demonstrate that willingness to take risks, resources for creativity, and career commitment are associated primarily with radical creativity; that the presence of creative coworkers and organizational

identification are associated with incremental creativity; and that conformity and organizational identification are linked with routine performance.

Mael, F. A. Alumni and their alma mater: a partial test of the reformulated model of organizational identification / F. A. Mael, B. E. Ashforth. – Text: unmediated // Journal of organizational behavior. – 1992. – Vol. 13, № 2. – P. 103–123.

Organizational identification is defined as a perceived oneness with an organization and the experience of the organization's successes and failures as one's own. While identification is considered important to the organization, it has not been clearly operationalized. The current study tests a proposed model of organizational identification. Self-report data from 297 alumni of an all-male religious college indicate that identification with the alma mater was associated with: (1) the hypothesized organizational antecedents of organizational distinctiveness, organizational prestige, and (absence of) intraorganizational competition, but not with interorganizational competition, (2) the hypothesized individual antecedents of satisfaction with the organization, tenure as students, and sentimentality, but not with recency of attendance, number of schools attended, or the existence of a mentor, and (3) the hypothesized outcomes of making financial contributions, willingness to advise one's offspring and others to attend the college, and participating in various school functions.

Mael, F. A. Identifying organizational identification / F. A. Mael, L. E. Tetrick. – Text : unmediated // Educational and psychological measurement. – 1992. – Vol. 52, № 4. – P. 813–824.

Identification with a psychological group or organization (IDPG) is defined as the perception of sharing experiences of a focal group and sharing characteristics of the group's members. IDPG is conceptually distinct from the related concept of organizational commitment. In the present study with 263 employed persons, IDPG was shown to be empirically distinct from organizational commitment. In addition, IDPG was shown to have significantly less overlap than commitment with three related concepts: job satisfaction, organizational satisfaction, and job involvement.

Mael, F. A. Loyal from day one: biodata, organizational identification, and turnover among newcomers / F. A. Mael, B. E. Ashforth. – Text : unmediated // Personnel psychology. – 1995. – Vol. 48, № 2. – P. 309–333.

Investigated the extent to which biodata predisposed new recruits to identify with the US Army and the extent to which these biodata and organizational identification (OID) predicted subsequent attrition from the Army. Biodata correlates of OID were assessed with 2,535 male recruits. Four biodata factors emerged: activities involving outdoor work or pastimes; a dependable, nondelinquent lifestyle reflecting socialization to institutional expectations; a general preference for group attachments; and diligent involvement in intellectual pastimes. Results with a subset of 1,082 Ss revealed that both OID and the biodata antecedents predicted subsequent attrition across 6 time periods spanning 6 to 24 months and also revealed relatively high OID among the recruits. These findings support what social identity theory researchers have demonstrated: simple designation as part of an organization can engender almost immediate in-group identification.

Mak, A. K. Y. Adopting an identity-centered model in assessing and managing reputation: a case study in PeaceHealth group: dis. PhD / A. K. Y. Mak; University of Oregon, School of journalism and communication. – Oregon, 2004. – Text : unmediated.

This study aims to analyze the specific dimensions of an organization's reputation by adopting Whetten and Mackey's (2002) tripartite relationship model in identity, reputation, and identification. PeaceHealth Medical Group was used as an example to assess its reputation held by a sample of key stakeholder groups through the lens of organizational identity. An elite interview with the Chief Executive Officer was first conducted to identify the four key identity attributes of PHMG. They were (1) mission statement set forth by the Catholic sisters, (2) quality leader, (3) patient-centered facility with compassionate care, and (4) regional medical center. Three hundred and twenty five respondents from various organizational member groups (i.e., nurses, medical technologists, support staff, physicians, Oregon Medical Lab employees, and others) evaluated the identity attributes, their strength of the identification as well as their affective and continuance commitment toward PHMG. Focus groups and individual interviews were then conducted to examine the current-versus-ideal reputation of PHMG among different internal and external stakeholder groups. The groups consisted of donors, volunteers, community leaders, local community, media, support staff, nurses, doctors and the control group. Results showed that PHMG had a relatively strong identity shared to a greater or lesser extent among its organizational members. For example, support staff had higher ratings on both its current

and ideal identity than nurses and doctors. The front line staff had weaker identification and lower level of affective commitment than other employees. The overall reputation of PHMG were (1) quality of service, (2) monopolistic image, and (3) new hospital project or competition with McKenzie Willamette Hospital. However, they defined PHMG's reputation differently based on their quality of relationships with PHMG. Also, the way(s) in which the external stakeholders perceived PHMG's reputation would affect the strength of identification and level of affective commitment of its employees.

Marique, G. Identification to proximal targets and affective organizational commitment / G. Marique, F. Stinglhamber. – Text: unmediated // Journal of personnel psychology. – 2011. – Vol. 10, № 3. – P. 107-117.

The present study aims to investigate the contribution of identification to proximal targets in the prediction of affective organizational commitment. Using three sets of cross-sectional data, we found that organizational identification mediates the impact of both occupational and workgroup identification on affective organizational commitment. We also examined the relationship between organizational identification and affective organizational commitment and their effects on two of their common outcomes, that is, job satisfaction and turnover intentions. Our results showed that affective organizational commitment mediates the effect of organizational identification on job satisfaction and turnover intentions.

Marique, G. The relationship between perceived organizational support and affective commitment: a social identity perspective / G. Marique, F. Stinglhamber, D. Desmette [et al.]. – Text : unmediated // Group and organization management. – 2013. – Vol. 38, № 1. – P. 68-100.

The present research examines how the social identity perspective contributes to a better understanding of the relationships between perceived organizational support, affective commitment, and employees' performance at work. Using a sample of 253 employees from an engineering company, Study 1 found that organizational identification partially mediates the relationship between perceived organizational support and affective commitment. The results of Study 1 also indicated that the relationship between perceived organizational support and organizational identification

is moderated by organizational prestige. In Study 2, using a sample of 179 postal employees, the authors replicated the mediating role of organizational identification in the relationship between perceived organizational support and affective commitment and found that affective commitment mediates the relationship between organizational identification and supervisor's ratings of extra-role performance.

Marstand, A. F. Multiple identifications and citizenship behaviors at work: cross-lagged and mediation effects / A. F. Marstand, O. Epitropaki, R. Martin – Text : electronic // Academy of management proceedings. – Briarcliff Manor, NY 10510: Academy of management. – 2018. – Vol. 2018, № 1. – P. 10758. – URL: <http://dx.doi.org/10.5465/AMBPP.2018.10758abstract> (дата обращения: 08.04.2019).

The present study extends prior research on leader identification and organizational identification by examining the potential bidirectional relationship between the two types of identification. Cross-lagged analyses of two-time data from a sample of 282 employees showed that leader identification (Time 1) affected organizational identification (Time 2) whereas the reverse relationship was not supported. Furthermore, we explored the mediating role of organizational identification on the relationship between leader identification and organizational citizenship behavior (OCB). Results of our analyses showed that organizational identification (Time 2) fully mediated the positive effect of leader identification (Time 1) on OCB (Time 2). Overall, the study highlights the importance of research examining multiple identifications foci when examining social identification in the workplace.

Martin, R. Role of organizational identification on implicit leadership theories (ILTs), transformational leadership and work attitudes / R. Martin, O. Epitropaki. – Text : unmediated // Group processes and intergroup relations. – 2001. – Vol. 4, № 3. – P. 247-262.

This investigation explores the effects of organizational identification on employees' Implicit Leadership Theories (ILTs) and the perception of leader behaviors. The study involved a cross-sectional survey of 439 employees from seven companies based in South Wales. Respondents completed two questionnaires that measured their organizational identification, ILTs, recognition of ILTs in their manager, manager's leadership behaviors (transactional and transformational), and

psychological reactions (job satisfaction, well-being, and turnover intentions). The level of organizational identification did not affect the prototype of an ideal work-based leader. However, high organizational identification was associated with more positive ratings on the actual manager, the extent to which their manager displayed transactional and transformational behaviors, and with more positive psychological reactions to work. Employees high in organizational identification based their judgments of their leader's transactional and transformational behaviors on the extent to which they recognized their leader as possessing leadership traits. However, those low on organizational identification allowed their prototype of their ideal leader to bias their judgment of their actual leader's behavior. Finally, there was partial support for the augmenting hypothesis (that transformational leadership would predict additional variance in psychological outcomes above that predicted by transactional leadership) for those high in organizational identification but not for those low in organizational identification.

Maxham III, J. G. The retail value chain: linking employee perceptions to employee performance, customer evaluations, and store performance / J. G. Maxham III, R. G. Netemeyer, D. R. Lichtenstein. – Text : unmediated // Marketing science. – 2008. – Vol. 27, № 2. – P. 147-167.

The authors test a value chain model entailing a progression of influence from retail employee job perceptions → retail employee job performances → customer evaluations → customer spending and comparable store sales growth. The authors test the model using three matched samples of 1,615 retail employees, 57,656 customers, and 306 stores of a single retail chain. The authors find that three retail employee job perceptions (conscientiousness, perceived organizational justice, and organizational identification) have main and interactive effects on three dimensions of employee job performance (in-role performance, extra-role performance toward customers, and extra-role performance toward the organization). In turn, these performance dimensions exert influence on customer evaluations of the retailer (a satisfaction, purchase intent, loyalty, and word-of-mouth composite). The authors also show that employee perceptions exert a direct influence on customer evaluations, and that customer evaluations affect retail store performance (customer spending and comparable store sales growth). Finally, the authors conduct some simple simulations that show: (1) how changes in employee perceptions may raise

average employee performances; (2) how changes in employee performances enhance average customer evaluations; and (3) how changes in customer evaluations raise average customer spending and comparable store sales growth. The authors then show that employee job perceptions and performances "ripple thru the system" to affect customer spending and store sales growth.

McPhee, D. Smudging, connecting, and dual identities: case study of an aboriginal ERG / D. McPhee, M. Julien, D. Miller [et. al]. – Text : unmediated // Personnel review. – 2017. – Vol. 46, № 6. – P. 1104-1119.

Drawing upon the theoretical concept of social identities, the purpose of this paper is to investigate if an aboriginal employee resource group (ERG) helps to improve connectedness between the participants of the ERG and the organization in a Canadian context. Qualitative research was used to interview 13 members of this ERG situated within a large Canadian bank. The ERG created a positive experience for its members. It provided a bridge between the aboriginal identity and the organizational identity. Those who were part of the ERG felt that it encouraged them to bond to their cultural identity and that it also generated affirmative connections to the organization.

Meleady, R. Take it to the top: Imagined interactions with leaders elevates organizational identification / R. Meleady, R. J. Crisp. – Text : unmediated // The leadership quarterly. – 2017. – Vol. 28, № 5. – P. 621-638.

Organizational identification is an important predictor of workplace behavior. The more strongly an individual identifies with their employing organization, the more motivated they will be to behave in ways that promote its success. In this paper we develop a new approach to fostering organizational identification based on principles of mental simulation. Across seven experiments we demonstrate that imagining positive contact with an organizational leader increases identification with the organization they represent. Experiments 1A, 1B, 2A, 2B, 3A and 3B replicated the basic effect against progressively varied control conditions, utilizing both scenario and field experiments. Experiment 4 demonstrated that as a consequence of heightened organizational identification following the imagined contact task, participants reported greater intentions to engage in organizational citizenship behaviors.

Michel, A. I scratch your back—you scratch mine. Do procedural justice and organizational identification matter for employees' cooperation during change? / A. Michel, R. Stegmaier, K. Sonntag. – Text : unmediated // Journal of change management. – 2010. – Vol. 10, № 1. – P. 41-59.

Employee cooperation is fundamental for accomplishing successful organizational change processes. Therefore, it is important to understand how employees' cooperation can be supported in the context of organizational change. Based on the group engagement model, we hypothesized how procedural justice affects organizational identification which in turn should have an affect on employees' cooperation (commitment to change, values-congruence fit, and change-supporting behavior) in the context of organizational change. To test the fit of the proposed model, structural equation models were calculated using both cross-sectional (N=315) and longitudinal (N=110) data of academic staff at a German university. Results indicated adequate data fit to our proposed model and revealed that organizational identification mediated the positive effects of procedural justice on affective commitment to change and values-congruence fit. The assumed mediating effect of organizational identification on the positive relationship between procedural justice and change-supporting behavior could only be supported using cross-sectional data.

Millar, M. The effect of CSR reporting requirements and organizational identification on financial misreporting / M. Millar. – Text : unmediated // Unpublished ProQuest information and learning, US. – 2017.

Reporting on CSR activities has become the norm rather than the exception among the largest companies in the world, and the regimes under which these companies report vary widely in the degree of regulations over this reporting. Despite this prevalence and variety of CSR reporting, relatively little is understood about how it affects other areas of the business such as financial reporting. In this study, I investigate the conditions under which voluntarily reporting on CSR activities can have the unintended consequence of morally licensing firm employees to misreport more in financial disclosures. Specifically, I find that the strength of the employees' identification with the organization moderates the effect of the CSR reporting requirement on the degree of financial misreporting. When the organization voluntarily reports on CSR, rather than reporting in

compliance with a mandate, weakly identified employees misreport more. This misreporting behavior is mitigated, however, by strong organizational identification.

Monzani, L. It takes two to tango: the interactive effect of authentic leadership and organizational identification on employee silence intentions / L. Monzani, S. Braun, R. van Dick. – Text : unmediated // German journal of human resource management. – 2016. – Vol. 30, № 3-4. – P. 246-266.

Organizational silence is a state of affairs in which employees refrain from voicing problematic issues at work. It often results from the dilemma between considering the short-term interests of the leader, who might perceive voicing problems as disloyal, and the long-term interests of the organization, which might suffer severe costs because of silence. In this article we propose a theoretical model that bridges authentic leadership and organizational identification to test their joint effect on organizational silence responses (exit, loyalty and neglect). Based on previous work, we hypothesized that authentic leadership is positively related to employees' loyalty (a passive yet constructive response). However, in dilemmatic situations this effect should be buffered by a high organizational identification (as a result of conflicting loyalties). Similarly, in such situations, we predicted that the influence of authentic leadership on employees' destructive responses may be counter-productive if not matched with a high organizational identification. We tested our proposed model with an online vignette study that involved 458 employees from German-speaking countries from diverse work sectors. We used a realistic scenario comprising a dilemmatic situation, in which a decision between voice and silence had to be made. Our results partially support the hypotheses.

Moriano, J. A. The influence of transformational leadership and organizational identification on intrapreneurship / J. A. Moriano, F. Molero, G. Topa [et al.]. – Text : unmediated // International entrepreneurship and management journal. – 2014. – Vol. 10, № 1. – P. 103-119.

Managers play a vital role in encouraging and supporting the initiatives of individual employees to explore new opportunities, to develop new products or to improve work procedures for the benefit of the organization. This study examines the influence of manager leadership styles on employee intrapreneurial behavior and the mediating role of

organizational identification. Partial Least Squares modeling was used to analyze the data from 186 employees belonging to several Spanish public and private organizations. The results show that transformational leadership has a positive impact on employee intrapreneurial behavior, whereas transactional leadership negatively influences it. Furthermore, these effects are found to be partially mediated by organizational identification.

Morita, H. Group identity and relation-specific investment: an experimental investigation / H. Morita, M. Servátka. – Text : unmediated // *European economic review*. – 2013. – Vol. 58. – P. 95-109.

The hold-up problem has played a central role in the study of firm boundaries, which is a fundamental element of the economic study of organizations. We study a previously unexplored mechanism by which integration between two parties could mitigate the problem. Based on the social identity theory, we conjecture that group identity strengthens agents' altruistic preferences towards group members, and this helps mitigate the hold-up problem. We test this conjecture in a laboratory experiment. Our subjects were randomly divided into two teams and asked to wear their team uniform. Task 1 required them to answer questions about trivia, where the subjects had access to a chat program that enabled them to help their team members. For Task 2, the subjects played a hold-up game with either a member of their own team (representing integration) or a member of the other team (non-integration). The experimental results support our conjectures.

Morrison, E. W. Speaking up in groups: a cross-level study of group voice climate and voice / E. W. Morrison, S. L. Wheeler-Smith, D. Kamdar. – Text : unmediated // *Journal of applied psychology*. – 2011. – Vol. 96, № 1. – P. 183-191.

Despite a growing body of research on employee voice—defined as the discretionary communication of ideas, suggestions, or opinions intended to improve organizational or unit functioning—the effects of shared or collective-level cognitions have received scant attention. There has also been relatively little research on voice within work groups. Our goal in this study was to address these important gaps by focusing on the effects of group-level beliefs about voice (i.e., group voice climate) on individual voice behavior within work groups. We conducted a cross-level investigation of voice behavior within 42 groups of engineers from a large

chemical company. Consistent with our hypotheses, group voice climate was highly predictive of voice and explained variance beyond the effects of individual-level identification and satisfaction, and procedural justice climate. Also consistent with predictions, the effect of identification on voice was stronger in groups with favorable voice climates. These findings provide evidence that voice is shaped not just by individual attitudes and perceptions of the work context, as past research has shown, but also by group-level beliefs.

Mostafa, A. M. S. Ethical leadership and organizational citizenship behaviours: the moderating role of organizational identification / A. M. S. Mostafa. – Text : unmediated // European journal of work and organizational psychology. – 2018. – Vol. 27, № 4. – P. 441-449.

This study examines whether the relationship between ethical leadership and organizational citizenship behaviours (OCBs) is contingent on organizational identification. Drawing on substitutes for leadership theory, the study proposes that the relationship between ethical leadership and OCBs will be attenuated when employees strongly identify with their organization. Using a sample of Egyptian banking sector employees, this proposition was tested with hierarchical linear modelling (HLM). The results revealed that the positive relationship between ethical leadership and OCBs was stronger for those lower in organizational identification than for those higher in identification. Overall, the findings of the study shed new light on the conditions through which ethical leadership enhances OCBs.

Newman, A. The impact of socially responsible human resource management on employees' organizational citizenship behaviour: the mediating role of organizational identification / A. Newman, Q. Miao, P. S. Hofman [et al.]. – Text : unmediated // The international journal of human resource management. – 2016. – Vol. 27, № 4. – P. 440-455.

Based on insights from social exchange and social identity theories, this paper examines the influence of three dimensions of socially responsible human resource management (SR-HRM), namely legal compliance HRM, employee-oriented HRM and general CSR facilitation HRM, on employees' organizational citizenship behaviour (OCB). Structural equation modelling of dyadic data collected from Chinese employees and their direct supervisors in three phases revealed that whilst

organizational identification fully mediated the relationship between employee-oriented HRM and employee OCB, general CSR facilitation HRM had a direct effect on employee OCB. In contrast, legal compliance HRM neither influenced employee OCB directly, nor indirectly through organizational identification. The findings highlight the important but complex role played by SR-HRM in eliciting positive employee work outcomes, and contribute to our knowledge of the mechanisms underlying this relationship.

Ngo, H. Perceptions of organizational context and job attitudes: the mediating effect of organizational identification / H. Ngo, R. Loi, S. Foley [et al.]. – Text : unmediated // *Asia pacific journal of management*. – 2013. – Vol. 30, № 1. – P. 149-168.

Informed by social exchange theory and social identity theory, we developed a conceptual model that examines the mediating role of organizational identification in the relationship between employees' perceptions of organizational context and their job attitudes. In our model, the antecedents include perceived organizational support (POS), procedural justice, and perceived job insecurity. The outcome variables consist of affective organizational commitment, job satisfaction, and intentions to leave. Our respondents were 591 workers employed in three different firms in China. The results of regression analyses showed that employees' job attitudes are affected by their perceptions of organizational context and organizational identification. Further, organizational identification was found to mediate the effects of POS on the outcome variables.

Nguyen, B. Organizational citizenship behavior, identification, psychological contract and leadership frames / B. Nguyen, K. Chang, C. Rowley [et al.]. – Text : unmediated // *Asia-pacific journal of business administration*. – 2016. – Vol. 8, № 3. – P. 260-280.

The purpose of this paper is to examine organizational citizenship behavior (OCB) by combining two heterogeneous perspectives, integrating OCB-related factors at work using both personal and organizational perspectives, thus contributing to the knowledge of OCB. Two studies are conducted using surveys in Taiwan with a snowball sampling technique to enlarge participation. Study 1 analyzes the relationships between organizational identification (OID), expected psychological contract (PC), perceived PC (PPC) and OCB. Study 2 analyzes the relationship between OCB and principals' (or head teachers') leadership frames (LFs). Study 1

finds that OID is an antecedent of OCB and that expected PC (EPC) moderates the OID-OCB relationship. Study 2 finds that the symbolic LF is the only antecedent of OCB and that different LFs influence each other in predicting OCB. EPC is found to moderate the OID-OCB relationship, indicating that primary school teachers' (PSTs) with higher levels of EPC are more likely to demonstrate OCB at school. Interestingly, PPC did not demonstrate such a moderating effect.

Norman, S. M. The interactive effects of psychological capital and organizational identity on employee organizational citizenship and deviance behaviors / S. M. Norman, J. B. Avey, J. L. Nimnicht [et al.]. – Text : unmediated // *Journal of leadership and organizational studies*. – 2010. – Vol. 17, № 4. – P. 380-391.

We studied 199 working adults from a cross section of organizations in the United States to examine the relationship between positive psychological capital and organizational identity on employee deviance and organizational citizenship behaviors. Organizational identity was found to moderate the relationship between psychological capital (PsyCap) and both employee deviance and organizational citizenship behaviors such that employees highest in PsyCap and most strongly identified with the organization were most likely to engage in organizational citizenship behaviors and least likely to engage in deviance behaviors.

Ocel, H. The relationships of contextual performance with person-organization fit, perceived organizational prestige and organizational identity strength: the mediating role of organizational commitment / H. Ocel. – Text : unmediated // *Turk psikoloji dergisi*. – 2013. – Vol. 28, № 71. – P. 37-53.

The present study was carried out to examine the mediating role of organizational commitment (affective, normative and continuance) on the relationship between person-organization fit, perceived organizational prestige and organizational identity strength and organizational commitment of the employees. The results of regression analyses using data collected from 190 academic staff in Karabuk University showed that affective and normative commitment has an intermediary role in the relationship between person-organization fit, organizational identity strength, perceived organizational prestige and contextual performance while the same results also showed that there is no intermediary role of continuance commitment in this relationship.

Olkkonen, M. E. Relationships between organizational justice, identification with organization and work unit, and group-related outcomes / M. E. Olkkonen, J. Lipponen. – Text : unmediated // Organizational behavior and human decision processes. – 2006. – Vol. 100, № 2. – P. 202-215.

This research examined the differential antecedents and consequences of organizational identification and work-unit identification. Specifically, we hypothesized that organization-focused procedural justice and distributive justice would be positively related to organizational identification, whereas supervisor-focused interactional justice would be positively related to work-unit identification. A further hypothesis was that organizational identification would relate to organization-focused outcomes (turnover intentions and extra-role behavior toward the organization), and work-unit identification to work-unit-focused outcomes (extra-role behavior toward the work unit). Our results from a sample of 160 employees of a research institution supported these hypotheses. In addition, we found some evidence that organizational identification and work-unit identification differentially mediated the relationships between organization-focused and supervisor-focused justice, and organization-focused and work-unit-focused outcomes.

O'Reilly, C. A. Organizational commitment and psychological attachment: the effects of compliance, identification, and internalization on prosocial behavior / C. A. O'Reilly, J. Chatman. – Text : unmediated // Journal of applied psychology. – 1986. – Vol. 71, № 3. – P. 492–499.

Conducted 2 studies with 82 nonfaculty university employees and 162 graduating business students at the undergraduate and MBA level to investigate relations among the dimensions of commitment and prescribed and extrarole activities. Survey findings suggest that psychological attachment may be predicated on compliance (instrumental involvement for specific extrinsic rewards), identification (involvement based on a desire for affiliation), and internalization (involvement resulting from congruence between individual and organizational values). Identification and internalization were positively related to prosocial behaviors and negatively related to turnover. Internalization was predictive of financial donations to a fund-raising campaign. Overall, the results indicate the importance of clearly

specifying the underlying dimensions of commitment using notions of psychological attachment and the various forms such attachment can take.

Pagliarussi, M. S. Identity in family firms: a theoretical analysis of incentives and contracts / M. S. Pagliarussi, C. Costa. – Text : unmediated // Brazilian administration review. – 2017. – Vol. 14, № 3. – P. 1-25.

We developed a principal-agent model that coherently and parsimoniously explains previous findings from research on executive compensation in family firms. We introduce organizational identification in the model in order to capture the effect of family firms' distinctive characteristics on the agent's behavior. After describing the optimal incentive contract under moral hazard, we show that the dispersion in the optimal wage profile decreases as the level of organizational identification of the agent increases. Moreover, we show that agency costs decrease as the level of organizational identification of the agent increases. Our results imply that hiring a strongly identified family manager will result in greater expected wealth to the principal and better risk sharing between the parties. We further analyze two interrelated factors that may drive changes in contract parameters: the degree of altruism in the family firm, and the level of collectivism of the society in which the firm is located.

Park, S.-Y. Corporate social responsibility: perspectives of hotel frontline employees / S.-Y. Park, S. E. Levy. – Text : unmediated // International journal of contemporary hospitality management. – 2014. – Vol. 26, № 3. – P. 332-348.

The aim of this paper is to examine hotel frontline employees' perceptions of corporate social responsibility (CSR) activities at the hotel they currently work, and how their perceptions influence their level of organizational identification, an indicator of their relationship quality with the hotel. This study uses 575 responses of hotel frontline employees in the US, collected through a national online survey. Results show that hotel employees' perceptions of CSR activities encompass the host community, colleagues, and customers, beyond green practices. Moreover, their perceptions of CSR activities positively and significantly influence the level of organizational identification. The results of this exploratory study should not be generalized to all frontline employees in the US hotel industry.

Peters, K. Making the organization fly: organizational identification, citizenship, and stress in full-service and low-cost airlines

/ K. Peters, P. Tevichapong, S. A. Haslam [et al.] – Text : unmediated // Journal of personnel psychology. – 2009. – Vol. 9, № 3. – P. 145-148.

Recently, the service industry has seen a low-cost sector emerge alongside the traditional full-service sector. We explored whether these business models have different implications for employee cooperation, one factor that plays an important role in organizational functioning. Drawing on the social identity perspective, we argue that employees will identify less strongly with the lower-status, low-cost organizations, reducing their intrinsic motivation for such cooperation. We tested these relationships among employees in Thailand's airline industry. In line with expectations, flight attendants working for low-cost airlines (N = 77) perceived their organizations to have lower status than those working for the full-service airlines (N = 77), and this was associated with reduced organizational identification. This in turn predicted lower levels of organizational citizenship behaviour and a stronger desire for organizational exit.

Piccoli, B. Job insecurity and performance: the mediating role of organizational identification / B. Piccoli, A. Callea, F. Urbini [et al.]. – Text : unmediated // Personnel review. – 2017. – Vol. 46, № 8. – P. 1508-1522.

The purpose of this paper is to extend knowledge about theoretical explanations of the job insecurity-performance relationship. Specifically, the authors examine how and why job insecurity is negatively associated with task and contextual performance (i.e. organizational citizenship behavior) and whether organizational identification may account for these relationships. The mediational hypotheses were examined using structural equation modeling in a heterogeneous sample of Italian employees. Consistent with social identity theory, results show that job insecurity is related to reduced levels of identification with the organization and, consequently, to low task and contextual performance. These findings suggest that employees' behaviors in job insecure contexts are also driven by evaluations about the perceived belongingness to the organization.

Rahn, D. Are leaders defined by followers? Role of follower's ILT and the mediating influence of LMX / D. Rahn, I. M. Jawahar, T. H. Stone. – Text : electronic // Paper presented at the "Organizational behavior" conference paper abstracts. – Academy of management annual meeting proceedings. – 2010. – Vol. 2010, № 1. –

P. 17. – URL: <http://dx.doi.org/10.5465/AMBPP.2010.54503774> (дата обращения: 08.04.2019).

Drawing on self-verification theory and implicit leadership theories (ILT), we assert that follower's ILT influence perceptions of transformational leadership. In turn, both ILT and transformational leadership influence the development of high quality leader-member exchange (LMX) relationship. LMX is expected to mediate the influence of ILT and transformational leadership on follower's perceptions of organizational support, identification and turnover intentions. In this longitudinal field study, data collected at three different points in time from 210 newly hired employees were used to test the research model. Results of structural equation modeling provided strong support for the mediating influence of LMX. ILT explained 14% of the variance in transformational leadership ($\hat{\alpha} = -.37, p < .001$). Together, ILT ($\hat{\alpha} = -.30, p < .001$) and transformational leadership ($\hat{\alpha} = .33, p < .001$) explained 27% of the variance in LMX. And, LMX significantly impacted followers' turnover intentions ($\hat{\alpha} = -.50, p < .001$), organizational identification ($\hat{\alpha} = .65, p < .001$), and perceptions of organizational support ($\hat{\alpha} = .59, p < .001$). The model explained 25% of the variance in turnover intentions, 43% in organizational identification and 34% in perceived organizational support.

Restubog, S. L. D. Effects of psychological contract breach on organizational citizenship behaviour: insights from the group value model / S. L. D. Restubog, M. J. Hornsey, P. Bordia [et al.]. – Text : unmediated // Journal of management studies. – 2008. – Vol. 45, № 8. – P. 1377-1400.

Research on psychological contract breach has referenced social exchange as its dominant theoretical foundation. In this study, we draw insights from the group value model as a theoretical extension to explain employees' negative responses to psychological contract breach. According to the group value model, fair treatment by group members communicates symbolic messages about the relationship between the organization and the employee, and has implications for whether employees can take pride in their organizational membership. When people are treated unfairly, they lose trust in the organization and dis-identify from the group. This in turn results in less willingness on the part of the employees to engage in organizational citizenship behaviours (OCBs). We tested these relationships across three studies. In Study 1, we conducted a longitudinal test of the role of trust as a mediator between breach and organizational identification. In

Studies 2 (cross-sectional) and 3 (longitudinal), we tested the complete model in which we examined the role of trust and identification in mediating the link between breach and OCBs. All three studies provided support for the mediated model. Furthermore, as predicted by the group value model, the hypothesized relationships emerged in response to relational but not transactional contract breaches.

Rho, E. The effects of organizational image and identification on absenteeism and extra-role behavior / E. Rho, T. Yun. – Text : electronic // Academy of management proceedings. – Briarcliff Manor, NY 10510: Academy of management. – 2012. – Vol. 2012, № 1. – P. 17286. – URL: <http://dx.doi.org/10.5465/AMBPP.2012.106> (дата обращения: 08.04.2019).

In this study, we investigated the roles of organizational image and identification to explain Organizational behaviors, in the public and nonprofit sector. More specifically, we developed a theoretical model, inspired by Dutton, Dukertich, and Harquail (1994), that specifies the relationships between two types of images and identification and, in turn, between identification and behavioral patterns, including extra-role behaviors and absenteeism. We tested the model using cross-sectional data from the National Administration Studies Project (NASP)-III, containing 1,220 employees from public and nonprofit organizations. The results show that organizational identification predicted by perceived organizational identity and construed external image is positively related to extra-role behavior, while it is negatively related to employee absenteeism in both public and nonprofit organizations. These findings support the propositions from organizational studies about the linkage between organizational image, organizational identification, and employee behavior (Katz, 1964).

Richter, A. The relationship between group and organizational identification and effective intergroup relations / A. Richter, R. Van Dick, M. A. West. – Text : electronic // Academy of management proceedings. – 2004. – Vol. 2004, № 1. – P. E1-E6. – URL: <https://journals.aom.org/doi/abs/10.5465/ambpp.2004.13862786> (дата обращения: 08.04.2019).

This study presents both an extension and test of Social Identity Theory with 50 work groups from four health care organizations. We examined the relationship between group and organizational identification, their interplay, and the effectiveness with which dyads of groups work

together. As predicted, group identification was negatively related to externally rated intergroup productivity, and positively related to perceptions of goal conflict between groups. Consistent with our hypothesis, organizational identification was negatively related to perceptions of intergroup conflict, and positively related to intergroup productivity. Additionally, organizational identification shaped the relationship between group identification and outcome variables: Whereas group identification was positively related to intergroup conflict under conditions of low organizational identification, the relationship was negative under conditions of high organizational identification. Similarly, the negative relationship between group identification and externally rated intergroup productivity was stronger under conditions of low than high organizational identification.

Robinson, J. L. Achieving integration: a dual pathway model of supply chain orientation and organizational identification / J. L. Robinson, K. Manrodt, M. L. Murfield [et al.]. – Text : unmediated // International journal of logistics management. – 2018. – Vol. 29, № 4. – P. 1306-1324.

The purpose of this paper is to propose and test a dual pathway model whereby addressing the question, «What are the effects of supply chain orientation and organizational identification on internal integration and supplier integration?». A survey design was performed to collect data from supply chain professionals regarding their organization's supply chain orientation (SCO), organizational identification (OI) and achieved states of both internal and supplier integration. Partial least squares-structural equation modeling was performed to test the dual mediating pathways. The results show that internal integration partially mediates relationships between SCO and supplier integration and for OI and supplier integration. In comparing the mediating effects to test competing theories, the SCO path yields stronger complementary partial mediation. This supports the proposition that SCO and OI mutually exist within an organization and influence achieved integrative behaviors. Additionally, results suggest the behavioral spillover effect exists for an internally integrated organization that has also achieved supplier integration.

Rockmann, K. W. Divided loyalties: determinants of identification in interorganizational teams / K. W. Rockmann,

M. G. Pratt, G. B. Northcraft. – Text : unmediated // Small group research. – 2007. – Vol. 38, № 6. – P. 727-751.

Identification with a home organization may be particularly problematic for the development of interorganizational team identification. This study explores multiple conditions under which home organization identification may either positively or negatively affect the ability of members to identify with an interorganizational distributed team. The authors examine two types of team member arrangements: members of different home organizations segregated by location and members of different home organizations integrated within locations. They also examine interorganizational teams using either lean or rich communication media. Results suggest that for individuals who identify strongly with their home organizations, integrating members of different organizations within locations helps overcome barriers to interorganizational team identification. For individuals who do not identify strongly with their home organizations, using a rich communication medium enhances interorganizational team identification.

Rotondi, T. Organizational identification: Issues and implications / T. Rotondi. – Text : unmediated // Organizational behavior and human performance. – 1975. – Vol. 13, № 1. – P. 95–109.

This article examines the identification of individuals with their employing organization, or organizational identification. In evaluating the identification process, three methodological considerations are discussed: (a) the composition of the identification construct, (b) the transference of identification behavior among alternative organizational targets, and (c) the behavioral mechanisms underlying the identification response. It was hypothesized that in a research and development (R & D) environment, organizational identification is inversely related to effectiveness, creativity, occupational identification, and internal group identification. Data analysis from an empirical study of 107 scientific and engineering personnel supported the relationships with effectiveness and creativity, thus indicating that behaviors related to organizational identification may produce dysfunctional as well as functional outcomes in organizations.

Russo, T. C. Organizational and professional identification: a case of newspaper journalists / T. C. Russo. – Text : unmediated // Management communication quarterly. – 1998. – Vol. 12, № 1. – P. 72–111.

This study examined organizational and professional identification among a group of professional employees—the journalists at one daily metropolitan newspaper. It used two kinds of data to compare identification with these two targets and, further, to examine the relationships between identifications, autonomy, and job satisfaction. Survey results revealed significantly higher identification with the profession of journalism than with the journalists' employing newspaper. Journalists' accounts in individual interviews and the researcher's observation of on-the-job talk provided the context for interpreting the quantitative results. Accounts and observations contributed explanations for the blurred boundaries between the targets found in the survey results. In addition, the qualitative data demonstrated the role of anticipatory and vocational socialization and work group demographics in the identifications of this group.

Sass, J. S. Organizational commitment and identification: an examination of conceptual and operational convergence / J. S. Sass, D. J. Canary. — Text : unmediated // *Western journal of speech communication*. — 1991. — Vol. 55, № 3. — P. 275–293.

Organizational commitment and identification are two constructs that communication researchers currently utilize to study the employee organization relationship. A review of the literature reveals that the terms commitment and identification have distinct meanings, although they have been developed as virtual synonyms. This is especially true when comparing attitudinal commitment with identification as product. The review indicates that contemporary conceptualizations and operationalizations of attitudinal commitment (e.g., Mowday, Porter & Steers, 1982) and identification as product (e.g., Cheney, 1983a) reference the same cluster of attitudes. Additionally, an empirical study reported herein found that commitment and identification correlated consistently and similarly with relevant attitudinal, tenure, and demographic variables. This investigation concludes that communication scholars are advised to refer to identification as a process and commitment as an outcome of that process.

Schaubroeck, J. M. Developing trust with peers and leaders: Impacts on organizational identification and performance during entry / J. M. Schaubroeck, A. C. Peng, S. T. Hannah. — Text : unmediated // *Academy of management journal*. — 2013. — Vol. 56, №4. — P. 1148–1168.

This study extends existing research about how peers and leaders influence newcomers' adjustment to an organization or profession by examining how specific trust perceptions evolve over time. We test a model of how affect-based trust in a leader and work unit peers develops from a basis of cognition-based trust and later influences organizational identification and role-related performance. U.S. Army soldiers were examined at the beginning, middle, and end of an intensive, 14-week residential entry program of training and collective socialization. Cross-lagged structural equation analyses supported a causal relationship of individuals' cognition-based trust with affect-based trust directed toward their unit peers and, separately, their leaders. Individuals with high levels of chronic relational identity exhibited a stronger time-lagged relationship between cognition-based trust and affect-based trust for trust in peers but not for trust in a leader. Affect-based trust in the leader had lagged influences on organizational identification and role-related performance at time 3. Affect-based trust in peers was related over time to organizational identification but not to role-related performance. We discuss the implications of these findings for understanding the separate influences of social exchange and social identity processes on newcomer adjustment, with distinct roles played by peers and leaders.

Schneider, B. Self-image and job characteristics as correlates of changing organizational identification / B. Schneider, D. T. Hall, H. T. Nygren. – Text : unmediated // Human relations. – 1971. – Vol. 24, № 5. – P. 397–416.

Examines the relationship between self-image and perceived job characteristics in relation to the degree of value and experience of feelings of organizational identification. Findings lend support to the following hypotheses: (a) the amount and importance of organizational identification are positively related to tenure; (b) over time an individual's self-image becomes increasingly related to the measures of organizational identification; (c) job challenge and job involvement are positively related to the measures of identification; and (d) self-image and job challenge and involvement in combination are more highly related to the identification measures than are self-image or job measures alone. Criteria of organizational performance or effectiveness should, therefore, include broad classes of performance centered around the common theme of optimally exploiting the environment in the acquisition of resources, including the

selection and retention of employees who value their organization identification.

Schuh, S. C. How ambivalence in organizational identification affects organizational citizenship behaviors / S. C. Schuh, A. Goeritz, K. Xin [et al.]. – Text : electronic // Academy of management proceedings. – Briarcliff Manor, NY 10510: Academy of management. – 2015. – Vol. 2015, № 1. – P. 15782. – URL: <https://doi.org/10.5465/ambpp.2015.15782abstract> (дата обращения: 08.04.2019).

By adopting the perspective of an expanded model of organizational identification, we propose that the sense of identity that individuals develop vis-a-vis their organization goes beyond unidimensional ties and may involve conflicting impulses represented by ambivalent identification. Specifically, we propose that considering organizational identification and ambivalent identification in combination will contribute to a more accurate understanding of employees' extra-role efforts. Supporting this view, a first field study involving employees from a broad spectrum of organizations and industries (N = 298) revealed that the positive relation between organizational identification and extra-role behavior was particularly strong for individuals low in ambivalent identification but nonexistent for highly ambivalent employees. A second field study (N = 564) applying a time-lagged design replicated and extended these findings by showing that these effects were generalizable to different types of extra-role behavior.

Schuh, S. C. Leader and follower organizational identification: the mediating role of leader behaviour and implications for follower OCB / S. C. Schuh, X. Zhang, N. W. Egold [et al.]. – Text: unmediated // Journal of occupational and organizational psychology. – 2012. – Vol. 85, № 2. – P. 421-432.

The transfer model of organizational identification (OI) posits a trickle-down process of OI from leaders to followers. This, in turn, should foster employees' willingness to engage in extra-role behaviour. Prior research has provided consistent support for the model in field studies and experimental settings. The present studies extend the OI transfer model by examining the mediating role of transformational leadership (TFL) behaviour in the leader OI-follower OI link. Using a multi-level, multi-source approach we tested our model in two studies. Study 1 was conducted

in Germany (N= 18 leaders and 216 employees) and provided support for the proposed mediation process. In a second Study, which was conducted in China (N= 44 leaders and 109 followers), we were able to replicate and extend these findings. Again, leader behaviour mediated the link between leader OI and employee OI. Additionally, we found that leader transformational behaviour and employee OI together mediated the link between leader OI and employee extra-role efforts. Practitioner Points Given that organizations are generally structured in a pyramid-shaped form, the present findings suggest that leader OI can be highly leveraged since it appears to cascade down the organizational hierarchy. Hence, measures fostering leader OI appear to be effective and efficient means to increase followers' identification with the organization. Follower OI, in turn, positively relates to employee extra-effort on behalf of the organization.

Schuh, S. C. Mixed feelings, mixed blessing? How ambivalence in organizational identification relates to employees' regulatory focus and citizenship behaviors / S. C. Schuh, N. Van Quaquebeke, A. S. Göritz. – Text : unmediated // Human relations. – 2016. – Vol. 69, № 12. – P. 2224-2249.

Recent conceptual work suggests that the sense of identity that employees develop vis-a-vis their organization goes beyond the traditional notion of organizational identification and can also involve conflicting impulses represented by ambivalent identification. In this study, we seek to advance this perspective on identification by proposing and empirically examining important antecedents and consequences. In line with our hypotheses, an experimental study (N = 199 employees) shows that organizational identification and ambivalent identification interactively influence employees' willingness to engage in organizational citizenship behavior. The effect of organizational identification on organizational citizenship behavior is significantly reduced when employees experience ambivalent identification. A field study involving employees from a broad spectrum of organizations and industries (N = 564) replicated these findings. Moreover, results show that employees' promotion and prevention focus form differential relationships with organizational identification and ambivalent identification, providing first evidence for a link between employees' regulatory focus and the dynamics of identification.

Schuh, S. C. Towards understanding the role of organizational identification in service settings: a multilevel study spanning leaders,

service employees, and customers / S. C. Schuh, N. W. Egold, R. van Dick. – Text : unmediated // *European journal of work and organizational psychology*. – 2012. – Vol. 21, № 4. – P. 547-574.

Previous research has shown that organizational identification (OI) of leaders is positively related to employee OI and, in turn, linked to positive behaviours of employees towards the organization. In the present study, we argue that leader OI does not only affect variables at the employee level but, through its influence on employees, also contributes to important customer outcomes (i.e., customer satisfaction, customer loyalty, and customer recommendations). Drawing on self-concept-based theories of leadership effectiveness and insights from service linkage research, the present article proposes that OI plays an important role in these influence processes. Additionally, the article delineates the behavioural and psychological variables that intervene employee OI and customer outcomes. More specifically, we suggest that leader OI is positively related to follower OI, which results in customer-oriented service behaviour. Customer orientation, in turn, should positively affect customers' identification with the organization and, ultimately, result in customer satisfaction, customer loyalty, and customer recommendations. Results of a multilevel field study using data from leaders, employees, and customers provide support for our theoretical model.

Scott, C. R. Communication technology use and multiple workplace identifications among organizational teleworkers with varied degrees of virtuality / C. R. Scott, C. E. Timmerman. – Text : unmediated // *IEEE Transactions on professional communication*. – 1999. – Vol. 42, № 4. – P. 240–260.

Although over 11 million virtual workers in the USA are classified as teleworkers, we know relatively little about them. Drawing on the construct of telepresence, the relationships among four sets of variables seem especially important: actual communication technology use, identifications with aspects of work, degree of virtuality, and various teleworker demographic characteristics. A survey of 86 teleworkers in a wide range of organizations revealed that basic telephone and voicemail are the most frequently used and most vital communication technologies. However, several differences in technology use based on message content and interaction partners also exist. Additionally, moderately virtual teleworkers are more identified with their work team, organization, and

occupation than are those who telework small or large portions of their work week. Also, use of advanced phone technologies is most predictive of organizational and occupational identification.

Scott, C. R. Identification with multiple targets in a geographically dispersed organization / C. R. Scott. – Text: unmediated // Management communication quarterly. – 1997. – Vol. 10, № 4. – P. 491–522.

Organizations today are characterized by changing structures and shifting employee loyalty, both of which make research on identification especially timely. Based on social identity theory, this study of a geographically dispersed organization builds on past identification research by examining 4 viable targets of identification simultaneously, the compatibility and competition between those targets, and the influence of several types of tenure. A series of hypotheses and research questions addressing these concerns are analyzed on the basis of 153 surveys from county, area, and state personnel in Colorado's Cooperative Extension Service. Five general conclusions are drawn regarding the relevance of multiple identification targets for the most dispersed geographic levels, the importance of occupational identification across organizational levels, the compatibility between all identification targets, differences between short- and long-term employees, and the importance of occupational tenure in predicting identification.

Scott, C. R. The impacts of communication and multiple identifications on intent to leave: a multimethodological exploration / C. R. Scott, S. L. Connaughton, H. R. Diaz-Saenz [et al.]. – Text : unmediated // Management communication quarterly. – 1999. – Vol. 12. – P. 400–435.

In the currently strong U.S. economy, voluntary turnover continues to affect organizations and individuals in important ways. This study examines two sets of contributors to turnover intent that have not received much attention in the organizational communication literature: various indicators of communication and multiple targets of identification. A modified version of the International Communication Association Communication Audit survey and interviews were used to collect data at a state government agency. Results indicate that among the communication variables, supervisor and coworker relationships have the strongest association with intent to leave. The findings also reveal a rather complex

relationship between three different types of identification (with division, agency, and state government) and intent to leave.

Seppala, T. Change-oriented organizational citizenship behaviour: an interactive product of openness to change values, work unit identification, and sense of power / T. Seppala, J. Lipponen, A. Bardi [et al.]. – Text : unmediated // Journal of occupational and organizational psychology. – 2012. – Vol. 85, № 21. – P. 136-155.

Due to the increased frequency of organizational changes, predicting employees' voluntary involvement in the development of organizational practices and individual work is of particular importance in organizational psychology. This study focused upon change-oriented organizational citizenship behaviour (OCB) as an expression of openness to change values, and also upon psychological factors that can moderate the value-behaviour relationship. We propose that personal values, group identification, and a sense of power interact in predicting change-oriented OCB of employees. One hundred and eighty-four employees rated their values, their identification with the work unit and their sense of power. In line with our predictions, the results showed that openness to change values and work unit identification interacted positively in predicting supervisor-rated change-oriented OCB in workers with a high sense of power, but not in workers with a low sense of power. This finding suggests that workers who have a high sense of power and are highly identified with the work unit tend to pursue their openness to change values in a way that contributes to the organization. The authors further conclude that an interactive approach, rather than one of direct effect, is advantageous when studying values as antecedents to change-oriented OCB.

Shahjehan, A. Moderating effect of organizational identification on the relationship between organizational silence, organizational voice and organizational citizenship behaviors / A. Shahjehan, M. Yasir. – Text : unmediated // Gomal university journal of research. – 2015. – Vol. 31, № 2. – P. 44-52.

This study seeks to examine the moderating role of organizational identification (OI) on the relationships of organizational silence (OS) and voice (OV) with organizational citizenship behavior. From the empirical study conducted on a sample of teaching staff of three public sector universities. Evidently, organizational silence and voice based on the motive of resignation (acquiescent silence and voice) and defense

(defensive silence and voice) lead to a decrease in organizational citizenship behavior. The prosocial motive (prosocial silence and voice) increases the display of organizational citizenship behavior. Further, this research explains that organizational identification moderates both the relationships of OS and OV with OCB, such as the relationship grows stronger when identification is high. These findings have notable implications for theory and practice by providing unique insight into the role of OV and OS in university setting. Also uniquely explaining the negative effects of OS and OV on OCB while also reporting strengthening this negative relationship in universities when the employees have high-level of OI.

Shaffer, E. S. Conversion vs. tolerance: minority-focused influence strategies can affect group loyalty. / E. S. Shaffer, R. Prislin. – Text : unmediated // Group processes and intergroup relations. – 2011. – Vol. 14, № 5. – P. 755-766.

Past research has documented that social change has different implications for group identification when it is effected through successful minority's advocacy for tolerance of diversity vs. conversion of opponents to supporters. Extending these findings, the current study demonstrated that minorities who successfully advocated tolerance, compared to those who successfully converted opponents, were more loyal to the group. This was evident in their working harder for the group at their own personal expense and without expecting anything in return. The effect of influence strategy on group loyalty was mediated by evaluative and cognitive components of group identification. Implications for group dynamics in which active minorities employ different influence strategies and their motivational underpinnings are discussed.

Shen, J. Conditional altruism: effects of HRM practices on the willingness of host-country nationals to help expatriates / J. Shen, H. Kang, P. J. Dowling. – Text : unmediated // Human resource management. – 2018. – Vol. 57, № 1. – P. 355-364.

The assistance of host-country nationals (HCNs) both within the workplace and in the external environment plays a significant role in expatriate adjustment and work performance on international assignments. Extant research exploring antecedents of HCNs' attitudes and behaviors toward expatriates focuses on personal and intrapersonal factors but overlooks organizational contextual effects. In this study, we propose and test a model that HCNs' willingness to help expatriates is influenced by

HRM practices in international subsidiaries of multinational enterprises (MNEs). Results of analyzing data collected from Chinese subsidiaries of South Korean MNEs showed that high-commitment HRM practices directly and indirectly influence HCNs' willingness to help expatriates through the mediation of perceived organizational support (POS). Socially responsible HRM indirectly influences the criterion variable through the mediation of organizational identification. Moreover, POS and organizational identification sequentially mediate the effect of high-commitment HRM on HCNs' willingness to help expatriates.

Shen, J. Employees' perceptions of green HRM and non-green employee work outcomes: the social identity and stakeholder perspectives / J. Shen, J. Dumont, X. Deng. – Text : unmediated // Group and organization management. – 2018. – Vol. 43, № 4. – P. 594-622.

Green human resource management (green HRM) refers to a set of HRM practices that organizations adopt to improve employee workplace green performance. While the effect of perceived green HRM on employee workplace green performance has received some empirical support, its relationship with employee non-green workplace outcomes remains unexplored and, therefore, unknown. This research tests an integrative moderated-mediation model related to the relationship between perceived green HRM and non-green workplace outcomes including employee task performance, organizational citizenship behavior toward the organization (OCBO) and intention to quit, and the underlying mechanisms. Analyses of the multisourced data reveal that perceived green HRM influences these three non-green employee workplace outcomes through a motivational social and psychological process (i.e., organizational identification). Perceived organizational support (POS) moderates the effect of perceived green HRM on organizational identification and the indirect effect of perceived green HRM on the three employee workplace outcomes, via the mediation of organizational identification.

Shen, J. When CSR is a social norm: how socially responsible human resource management affects employee work behavior / J. Shen, J. Benson. – Text : unmediated // Journal of management. – 2016. – Vol. 42, № 6. – P. 1723-1746.

Socially responsible human resource management (SRHRM), defined as corporate social responsibility (CSR) directed at employees,

underpins the successful implementation of CSR. While its relationship with employee social behavior has been conceptualized and received some empirical support, its effect on employee work behaviors has not been explored. In this article we develop and test a meso-mediated moderation model that explains the underlying mechanisms through which SRHRM affects employee task performance and extra-role helping behavior. The results of multilevel analysis show that organization-level SRHRM is an indirect predictor of individual task performance and extra-role helping behavior through the mediation of individual-level organizational identification. In addition, the mediation model is moderated by employee-level perceived organizational support and the relationship between organizational identification and extra-role helping behavior is moderated by organization-level cooperative norms.

Shim, D. C. Government employees' organizational citizenship behavior: the impacts of public service motivation, organizational identification, and subjective OCB norms / D. C. Shim, S. Faerman. – Text : unmediated // *International public management journal*. – 2017. – Vol. 20, № 4. – P. 531-559.

This study attempts to provide an increased understanding of the antecedents of public employees' organizational citizenship behavior (OCB). Using a field survey involving public employees working for Korean local government organizations, the data analyses reveal that public service motivation (PSM), organizational identification, subjective OCB norms, task interdependence, and procedural justice are important antecedents of government employees' OCB, even after partialling out the common method variance, whereas job satisfaction and distributive justice are not.

Singh, B. Racial differences in helping behaviors: the role of respect, safety, and identification / B. Singh, D. E. Winkel. – Text : unmediated // *Journal of business ethics*. – 2012. – Vol. 106, № 4. – P. 467-477.

Building upon social and racial identity theories, this study examines the role of positive relational climate in predicting interpersonal helping behaviors (IHBs) at the workplace. Within this context, we examine both the role of mutual respect and psychological safety as exemplars of positive relational climate, and the mediating role of organizational identification (OI). The study also recognizes the importance of individual

differences by examining racial differences in OI and IHBs. Results support the hypotheses and strengthen claims of social and racial identity theories.

Sluss, D. M. Converging newcomer's relational and collective identification: prototypicality as moderator / D. M. Sluss, R. E. Ployhart, M. G. Cobb. – Text : electronic // Paper presented at the “Organizational behavior” conference paper abstracts. – Academy of management annual meeting proceedings. – 2010. – Vol. 2010, № 1. – P. 29-30. – URL: <http://dx.doi.org/10.5465/AMBPP.2010.54503774> (дата обращения: 08.04.2019).

Research on organizational identification has proposed that the newcomer's relational identification (with the supervisory relationship) will converge with the newcomer's collective (e.g., organization, role, workgroup) identification. However, convergence is argued to be stronger when the supervisor actively promotes prototypical values of the collective (Sluss & Ashforth, 2008). We test this proposition using temporally-lagged data from newcomers to the U.S. Army (n = 1101). The newcomer's relational identification with the supervisory relationship converges with the newcomer's organizational identification and the resultant role identification, but only when the supervisor promotes prototypical values. Our findings suggest two major conclusions: (1) that newcomer adjustment is more relational and (2) that multiple identifications are more mutually reinforcing than previously assumed in the extant research.

Sluss, D. M. How relational and organizational identification converge: processes and conditions / D. M. Sluss, B. E. Ashforth. – Text : unmediated // Organization science. – 2008. – Vol. 19, № 6. – P. 807-823.

Separate research literatures focus on the individual's identification with relationships, groups, organizations, and other workplace targets. We propose that identification with one referent may converge with or extend to another, thus suggesting the potential for more parsimonious perspectives on identification. We illustrate this argument by examining how the subordinate's identification with the subordinate-manager role relationship (“relational identification”) (RI) may converge with the subordinate's organizational identification (OI). We propose that convergence occurs through cognitive, affective, and behavioral mechanisms, including social influence, anthropomorphization, personalization, affect transfer, and behavioral sensemaking. We also propose that convergence is conditioned

by task interdependence (inherent in the role relationship) and prototypicality (of the relational other).

Smidts, A. The impact of employee communication and perceived external prestige on organizational identification / A. Smidts, A. T. H. Pruyn, C. B. M. Van Riel. – Text : unmediated // Academy of management journal. – 2001. – Vol. 44, № 5. – P. 1051-1062.

Employees' organizational identification was measured in three organizations. Results show that employee communication augments perceived external prestige and helps explain organizational identification. Communication climate plays a central role, mediating the impact on organizational identification of the content of communication. The relative impacts of employee communication and perceived external prestige on organizational identification differ between organizations; this was attributed to differences in reputation of the companies.

Sonenshein, S. Competition of a different flavor: How a strategic group identity shapes competition and cooperation / S. Sonenshein, K. Nault, O. Obodaru. – Text : unmediated // Administrative science quarterly. – 2017. – Vol. 62, № 4. – P. 626-656.

Using an inductive study of 41 gourmet food trucks, we develop theory about how firms form a strategic group identity that shapes both competitive and cooperative behaviors among its members. Based on an analysis of group prototypes, we find that members cooperate to help each other meet the central tendencies of the group—the properties that typical group members have—and yet compete to strive for the ideal tendencies of the group—the attributes of members held in highest regard. These competitive and cooperative dynamics lead to three surprising consequences in light of previous research on strategic groups: (1) existing members of the strategic group help new firms enter the market; (2) resource scarcity leads to cooperation, not competition; and (3) when competition does emerge, it focuses on status within the group and not on price. To make sense of these empirical puzzles, we develop theory around the micro identity processes that allow a strategic group's identity to persist and to shape its member firms' behaviors, which alters how scholars understand the inner workings of strategic groups and their impact on both firms and markets.

Spitzmüller, C. Examining employee compliance with organizational surveillance and monitoring / C. Spitzmüller,

J. M. Stanton. – Text : unmediated // Journal of occupational and organizational psychology. – 2006. – Vol. 79, № 2. – P. 245-272.

Although the prevalence of employee monitoring and surveillance technologies (MSTs; e.g. e-mail monitoring) is increasing, very little research has explored the question of whether employees simply accept these systems (compliance) or enact strategies for thwarting them (resistance). In the present study, we proposed a framework based on the theory of planned behaviour and ethical decision making research to predict employees' MST compliance and resistance intentions. We proposed that organizational commitment, organizational identification, and attitudes towards surveillance would predict intentions, with the relationships between attitudes and intentions being moderated by employees' perceived behavioural control and social norms. Moderated multiple regression models were tested and provided support for predictions about the attitudinal and belief constructs, and partial support for predictions about behavioural control and norms.

Srithongrung, A. The causal relationships among transformational leadership, organizational commitment, and employee effectiveness / A. Srithongrung. – Text : unmediated // International journal of public administration. – 2011. – Vol. 34, № 6. – P. 376-388.

This study investigates the structural relationships among transformational leadership practices, organizational commitment, and employee effectiveness. Path analysis was used to understand the direct and indirect effects of four transformational leadership components, three organizational commitment types, and two employee effectiveness types. The results indicated that transformational leadership, especially as regards idealization influence and inspiration motivation components, directly enhances employees' extra-role behaviors and indirectly enhance employees' desire to stay in an organization through internalization, identification, and exchange organization commitments.

Stoner, J. The glass is half full: the positive effects of organizational identification for employees higher in negative affectivity / J. Stoner, V. C. Gallagher. – Text : unmediated // Journal of applied social psychology. – 2011. – Vol. 41, № 7. – P. 1793-1817.

Organizational identification has traditionally been associated with positive organizational outcomes, whereas negative affectivity (NA) has most often been associated with negative individual outcomes. We

hypothesize that organizational identification will positively influence self-reported performance for individuals high in NA. Conversely, individuals low in NA will not experience feelings of enhanced performance as organizational identification increases. The findings from 2 samples provided support for the research hypothesis; specifically, the personality factor of NA moderated the organizational-identification/self-reported performance relationship.

Tanghe, J. The formation of group affect and team effectiveness: the moderating role of identification / J. Tanghe, B. Wisse, H. Van Der Flier – Text : unmediated // British journal of management. – 2010. – Vol. 21, № 2. – P. 340-358.

In the current research we use the social identity perspective to enhance our understanding of group affect (i.e. a collectively shared pattern of affective states among group members). Because higher identification (i.e. the extent to which group members define themselves in terms of their group membership) is related to higher attentiveness to fellow group members, we expected that group identification would foster affective convergence, and that the effects of group affective tone on team effectiveness would be stronger for higher identifying groups. A survey of teams (n=71 teams) confirmed our expectations. A scenario experiment (n=121 participants) added to our findings by showing that identification does indeed lead group members to affectively converge to their fellow group members and that this affective convergence, in turn, explains subsequent team-oriented attitudes.

Tangirala, S. Exploring nonlinearity in employee voice: the effects of personal control and organizational identification / S. Tangirala, R. Ramanujam. – Text : unmediated // Academy of management journal. – 2008. – Vol. 51, № 6. – P. 1189-1203.

We investigated the relationship between personal control-employees' perceptions of autonomy and impact at work-and voice-employees' expression of challenging but constructive work-related opinions, concerns, or ideas. Specifically, we developed and tested an explanation that integrates two conceptual perspectives (i.e., dissatisfaction based versus expectancy-based) on the effects of personal control. Using data from 586 nurses, we found that the relationship between personal control and voice was U shaped. Further, organizational identification acted as a moderator: When personal control was low, voice was lower for

employees with stronger identification. When personal control was high, voice was higher for employees with stronger identification.

Tavares, S. M. Organizational identification and 'currencies of exchange': integrating social identity and social exchange perspectives / S. M. Tavares, D. Van Knippenberg, R. Van Dick. – Text : unmediated // Journal of applied social psychology. – 2016. – Vol. 46, № 1. – P. 34-45.

We integrate social exchange and social identity perspectives to propose and test the prediction that depending on their level of organizational identification, people may reciprocate the received organizational support using different 'currencies of exchange'-reducing turnover intentions or, instead, engaging in extra-role behavior. Specifically, the relationship of perceived organizational support (POS) with turnover intentions is proposed to be stronger with lower identification, whereas POS is proposed to be more closely related to extra-role behavior with higher organizational identification. These predictions were supported in a cross-sectional survey of N = 1,000 employees of a financial services firm. These results speak to the added value of integrating the social exchange perspective with its roots in applied psychology and the social identity perspective with its roots in social psychology in understanding the employee-organization relationship.

Tosti-Kharas, J. Empowering employee sustainability: perceived organizational support toward the environment / J. Tosti-Kharas, E. Lamm, C. King. – Text : electronic // Academy of management annual meeting proceedings. – Briarcliff Manor, NY 10510: Academy of management. – 2014. – Vol. 2014, № 1. – URL: <https://journals.aom.org/doi/10.5465/ambpp.2014.11384abstract> (дата обращения: 08.04.2019).

This paper contributes to the ongoing discussion of sustainability behaviors by introducing the construct of perceived organizational support toward the environment (POS-E). We propose and empirically test an integrated model whereby we test the association of POS-E with employees' organizational citizenship behaviors toward the environment (OCB-E) as well as to job attitudes. Results indicated that POS-E was positively related to OCB-E, job satisfaction, organizational identification, and psychological empowerment, and negatively related to turnover intentions. We also found

that psychological empowerment partially mediated the relationship between POS-E and the dependent variables.

Trybou, J. The impact of organizational support and leader-member exchange on the work-related behaviour of nursing professionals: the moderating effect of professional and organizational identification / J. Trybou, P. Gemmel, Y. Pauwels [et al.]. – Text : unmediated // Journal of advanced nursing. – 2014. – Vol. 70, № 2. – P. 373-382.

The aim of this study was to examine the relations between perceived organizational support, the quality of leader-member exchange, in-role and extra-role behaviour, professional identification and organizational identification among registered nurses and nurse assistants. A quantitative, cross-sectional survey design was used. The quality of social exchange and identification was scored by the involved registered nurses and nurse assistants; in-role and extra-role behaviour was rated by the head nurse. Methods The survey was administered to nurses and nurse assistants (n = 196) working in five Belgian nursing homes. Data were collected from February-March 2012. Pearson correlation analyses, t-test analyses and hierarchical regression were used to analyse the data. Our results showed no relationship between perceived organizational support and leader-member exchange and in-role behaviour. A positive relationship was found between perceived organizational support and extra-role behaviour and a trend towards significance between leader-member exchange and extra-role behaviour. Organizational and professional identification moderated the relationship between perceived organizational support and extra-role behaviour.

Tseng, L. M. How can financial organizations improve employee loyalty? The effects of ethical leadership, psychological contract fulfillment and organizational identification / L. M. Tseng, J. Y. Wu. – Text : unmediated // Leadership and organization development journal. – 2017. – Vol. 38, № 5. – P. 679-698.

Purpose. The purpose of this paper is to examine the impact of ethical leadership on the financial professionals' loyalty by focusing on the mediating effects of perceived psychological contract fulfillment (PPCF) and organizational identification (OI). Design/methodology/approach. A questionnaire survey was used in this research. Findings. Financial professionals in Taiwan were recruited for the sample. The results revealed

that the professionals' experiences of ethical leadership positively associated with their loyalty toward their companies. The results further showed that the PPCF and OI significantly mediated the relationship. Originality/value. Few studies have examined how ethical leadership could stimulate financial professionals' loyalty. The findings of this study may provide some implications for those involved in the practice of leadership and employee loyalty programs. On the other hand, the focus of Taiwan is unique and helps improve the generalizability of previous studies on the relationship between ethical leadership and employee identification.

Tsui, P. Y. A Study of organizational identification of faculty members in Hong Kong business schools / P. Y. Tsui, H.-Y. Ngo. – Text : unmediated // Journal of education for business. – 2015. – Vol. 90, № 8. – P. 427-434.

The authors examine how four organizational antecedents affect the organizational identification (OI) and in-role and extra-role performance of Hong Kong business school faculty. OI was tested to be a mediator. The survey results indicated a high level of OI, consistent with the collectivist cultural value of Chinese employees. However, OI was positively associated with two antecedents only. And contrary to the existing literature that OI only affects extra-role behavior, OI was positively associated with both consequences. The data did not support OI as a mediator.

Twigg, N. W. Transformational leadership in labor organizations: the effects on union citizenship behaviors / N. W. Twigg, J. B. Fuller, K. Hester. – Text : unmediated // Journal of labor research. – 2008. – Vol. 29, № 1. – P. 27-41.

This study suggests that transformational leadership influences union citizenship behavior by fostering a covenantal relationship between the union and the union member. A framework for covenantal relationships is developed from social exchange and social identity theories. Transformational leadership behavior was found to be strongly related to perceived union support, a social exchange construct. The results also indicated that there are positive and significant relationships between other social exchange constructs such as felt obligation and trust. Social identity theory is used to augment social exchange theory in explaining the process by which transformational leadership behaviors relate to union citizenship behaviors through union-based self-esteem.

Ullrich, J. The identity-matching principle: corporate and organizational identification in a franchising system / J. Ullrich, J. Wieseke, O. Christ [et al.]. – Text : unmediated // *British journal of management*. – 2007. – Vol. 18. – P. S29-S44.

This paper examines corporate and organizational identification in franchisee organizations from the perspective of the social identity approach. We propose the identity-matching principle (IMP) as a heuristic for understanding and predicting the different effects of nested identifications. According to the IMP, when identifications and relevant behavioural or attitudinal outcomes address the same level of categorization, their relationship will be stronger. A study is presented with employees (n=281) matched to managers (n=101). Supporting the IMP, organizational identification (but not corporate identification) predicted customer-oriented behaviour on the level of the local organization, whereas corporate identification (but not organizational identification) predicted attitude toward corporate citizenship behaviour. Furthermore, multilevel analyses showed that these relationships were enhanced in organizations where managers displayed the respective behaviours themselves to a greater extent.

Umphress, E. E. Unethical behavior in the name of the company: the moderating effect of organizational identification and positive reciprocity beliefs on unethical pro-organizational behavior / E. E. Umphress, J. B. Bingham, M. S. Mitchell. – Text : unmediated // *Journal of applied psychology*. – 2010. – Vol. 95, № 4. – P. 769-780.

We examined the relationship between organizational identification and unethical pro-Organizational behavior (UPB)—unethical behaviors conducted by employees to potentially benefit the organization. We predicted that organizational identification would be positively related to UPB and that positive reciprocity beliefs would moderate and strengthen this relationship. The results from 2 field studies support the interaction effect and show that individuals who strongly identify with their organization are more likely to engage in UPB when they hold strong positive reciprocity beliefs. Given the nature of reciprocity, our findings may suggest that highly identified employees who hold strong reciprocity beliefs may conduct UPB with an anticipation of a future reward from their organization.

Uzun, T. A Study of correlations between perceived supervisor support, organizational identification, organizational citizenship behavior, and burnout at schools / T. Uzun. – Text : electronic // European journal of educational research. – 2018. – Vol. 7, № 3. – P. 501-511. – URL: <http://doi.org/10.12973/eu-jer.7.3.501> (дата обращения: 08.04.2019).

In this research, it is aimed to study the correlations between perceived supervisor supports (PSS), organizational identification (OI), organizational citizenship behavior (OCB), and burnout of teachers. The research was conducted from the perspective of social change and identity theories. The study group of the research consists of 234 teachers working in the public high schools in Giresun city center during 2016. In order to collect data in the research, Perceived Supervisor Support Scale developed by Kottke & Sharafinski, Organizational Identification Scale developed by Mael & Ashforth, Organizational Citizenship Behaviors Scale developed by DiPaola, Tarter & Hoy, and "Burnout Scale" developed by Pines were used. The correlations between variables are tested with the structural equation model. According to the results, PSS positively affects the OI and OCB and negatively affects the burnout. OI positively affects the organizational citizenship behavior and negatively affects the burnout. OI plays a partial mediation role in the correlation between PSS of teachers and their OCB and burnout level.

Van Der Vegt, G. S. Informational dissimilarity and organizational citizenship behavior: the role of intrateam interdependence and team identification / G. S. Van Der Vegt, E. Van De Vliert, A. Oosterhof. – Text : electronic // Academy of management journal. – 2003. – Vol. 46, № 6. – P. 715-727. – URL: <https://doi.org/10.5465/30040663> (дата обращения: 08.04.2019).

A questionnaire study of 129 members of 20 multidisciplinary project teams examined the relationship between informational dissimilarity and both team identification and organizational citizenship behavior (OCB) for individuals working under different interdependence configurations. Results revealed that under congruent low-low and high-high combinations of task and goal interdependence, informational dissimilarity was unrelated to team identification and OCB. By contrast, under incongruent low-high and high-low combinations of task and goal interdependence, informational dissimilarity was negatively related to team identification and OCB. Team

identification partially mediated the relationships between the predictors and OCB.

Van Der Vegt, G. S. Learning and performance in multi-disciplinary teams / G. S. Van Der Vegt, J. S. Bunderson. – Text : unmediated // Paper presented at the “Organizational behavior” conference paper abstracts. – 2004, August. – P. 5.

A multi-informant survey among 57 multi-functional teams of a multinational organization in the oil and gas industry examined the relationship between expertise diversity and both team learning and team effectiveness under different levels of collective team identification. The results show that in teams with a low level of collective team identification, moderate levels of expertise diversity resulted in the lowest levels of team learning and effectiveness. By contrast, in teams with high levels of collective team identification, moderate levels of expertise diversity resulted in the highest levels of team learning and team effectiveness. The relationship between expertise diversity and team effectiveness was found to be partially mediated by team learning. Results also support nonlinear relationships between expertise diversity and both team learning and effectiveness.

Van Dick, R. Category salience and organizational identification / R. Van Dick, U. Wagner, J. Stellmacher [et al.]. – Text : unmediated // Journal of occupational and organizational psychology. – 2015. – Vol. 78, № 2. – P. 273-285.

The aim of this study was to examine (1) the effects of increased salience on three work-related identities (i.e. career, school and occupation), (2) whether these effects had an impact on extra-role behaviours, and (3) whether identification mediated these effects. Standardized questionnaires were completed by 464 schoolteachers concerning identification with the focuses career, school, and occupation as well as scales measuring work extra-role behaviours. The questionnaire was administered under four experimental conditions. As expected, teachers identified more strongly with their schools when their school-type was made salient; they identified more strongly with their occupation when they were told that they were compared with other professional groups. Higher salience of the school membership identity was associated with higher levels of self-reported extra-role behaviours on behalf of the school. This effect was mediated by school identification.

Van Dick, R. Identity and the extra mile: relationships between organizational identification and organizational citizenship behaviour / R. Van Dick, M. W. Grojean, O. Christ [et al.]. – Text : unmediated // British journal of management. – 2006. – Vol. 17, № 4. – P. 283-301.

The current study investigates the relationship between Organizational Identification and Organizational Citizenship Behavior. We replicate earlier findings of such a relationship between those behaviors and organizational identification using ten samples across different occupational groups and countries in Study 1. Study 2 investigates the relationship in a longitudinal approach. Study 3 looks into this relationship on a group-level analysis while Study 4 extends our findings by linking identification to customer perceptions and financial performance, mediated by OCBs.

Van Dick, R. Interactive effects of work group and organizational identification on job satisfaction and extra-role behavior / R. Van Dick, D. Van Knippenberg, R. Kerschreiter [et al.]. – Text : unmediated // Journal of vocational behavior. – 2008. – Vol. 72, № 3. – P. 388-399.

Past research has focused on the differential relationships of organizational and work group identification with attitudes and behavior. However, no systematic effort has been undertaken yet to explore interactive effects between these foci of identification. We predicted that in cases of positive overlap of identifications (i.e. high work group and organizational identification) identifications are more strongly associated with employee job satisfaction and extra-role behavior than when only one of the identifications is high--that is, the one identification augments the influence of the other. These hypotheses were tested and supported with data from two samples of bank employees (N = 358) and travel agency employees (N = 308).

Van Dick, R. Relationships between leader and follower organizational identification and implications for follower attitudes and behavior / R. Van Dick, G. Hirst, M. W. Grojean [et al.]. – Text : unmediated // Journal of occupational and organizational psychology. – 2007. – Vol. 80, № 1. – P. 133-150.

We present a multi-sample multi-level approach that examines the link between leader and follower organizational identification, and follower attitudes. Study 1 comprises 367 school teachers and 60 head teachers in Germany. The results illustrate a significant relationship between head

teacher and school teacher school identification. Moreover, indirect relations between head teacher school identification and school teacher job satisfaction and self-reported citizenship behaviours, mediated by school teacher school identification, are predicted and supported by the data. The findings are replicated within Study 2, comprising 233 school teachers and 22 head teachers. Finally, a third study replicates the findings in a different sector using a sample of 314 travel agents in 127 travel agencies and their leaders. Taken together, leader's self-construal in terms of the organization is related to follower organizational identification, and therefore leads to greater follower satisfaction and to a greater willingness to exert extra effort on behalf of the organization.

Van Dick, R. Should I stay or should I go? Explaining turnover intentions with organizational identification and job satisfaction / R. Van Dick, O. Christ, J. Stellmacher [et al.]. – Text : unmediated // *British journal of management*. – 2004. – Vol. 15, № 4. – P. 351-360.

The social identity approach is a powerful theoretical framework for the understanding of individuals' behaviour. The main argument is that individuals think and act on behalf of the group they belong to because this group membership adds to their social identity, which partly determines one's self-esteem. In the organizational world, social identity and self-categorization theories state that a strong organizational identification is associated with low turnover intentions. Because identification is the more general perception of shared fate between employee and organization, we propose that the relationship between identification and turnover will be mediated by job satisfaction as the more specific evaluation of one's task and working conditions. In four samples we found organizational identification feeding into job satisfaction, which in turn predicts turnover intentions.

Van Dick, R. Social identification among school teachers: dimensions, foci, and correlates / R. Van Dick, U. Wagner. – Text : unmediated // *European journal of work and organizational psychology*. – 2002. – Vol. 11, № 2. – P. 129–149.

The implications of social identification for work motivation and other workrelated attitudes and behaviours are discussed. Based on assumptions from social identity theory and self-categorization theory, it is proposed that an increase in social identification or social identity salience will be associated with improvement in those aspects of work motivation,

work satisfaction, and other behaviours of group members that are in accordance with in-group norms. In addition, the theories suggest a distinction between different dimensions (e.g., cognitive, affective) and different foci (e.g., work group, occupational group) of identification. Results from two correlational studies with school teachers as participants ($N_s = 201, 283$) test and support the proposed ideas.

Van Dick, R. The utility of a broader conceptualization of organizational identification: which aspects really matter? / R. Van Dick, U. Wagner, J. Stellmacher [et al.]. – Text : unmediated // Journal of occupational and organizational psychology. – 2004. – Vol. 77, № 2. – P. 171-191.

Predictions of social identity and self-categorization theories about the relevance of social identification in organizational contexts are presented. We propose that different foci of identification (e.g. with own career, team, organization, occupation) as well as different dimensions of organizational identification (cognitive, affective, evaluative, and behavioural) can be separated. Furthermore, these different aspects of organizational identification are assumed to be differentially associated with work-related attitudes and behaviours. Predictions are first tested in a questionnaire study of 515 German school teachers. Confirmatory factor analyses demonstrated that dimensions and foci can indeed be differentiated. In addition, results indicate that different aspects correlate differentially with different criteria. The results are cross-validated in two samples of 233 German school teachers and 358 bank accountants, respectively.

Van Knippenberg, D. Foci and correlates of organizational identification / D. Van Knippenberg, E. C. M. Van Schie. – Text : unmediated // Journal of occupational and organizational psychology. – 2000. – Vol. 73, № 2. – P. 137-147.

Adopting the social identity perspective on organizational identification proposed by Ashforth and Mael (1989), the present study tested two hypotheses concerning the importance of work-group identification (WID) relative to organizational identification (OID). WID was predicted to be stronger than OID as well as more predictive of organizational attitudes and behaviour. Data about employees' WID, OID, job satisfaction, turnover intentions, job involvement, and job motivation from two samples ($N = 76$ and $N = 163$) supported these predictions. We

conclude that our understanding of organizational attitudes and behaviour has much to gain by an open eye for the multiple foci of identification that are associated with organizational membership, and that managerial practice may benefit from an increased focus on the work group.

Van Knippenberg, D. Organizational identification after a merger: a social identity perspective / D. Van Knippenberg, B. Van Knippenberg, L. Monden [et al.]. – Text : unmediated // British journal of social psychology. – 2002. – Vol. 41, № 2. – P. 233-252.

An analysis of the social identity processes involved in organizational mergers suggests that organizational identification after a merger is contingent on a sense of continuity of identity. This sense of continuity, in turn, is argued to be contingent on the extent to which the individual's own pre-merger organization dominates, or is dominated by, the merger partner. In support of this analysis, results of two surveys of merged organizations showed that pre-merger and post-merger identification were more positively related for members of dominant as opposed to dominated organizations, whereas perceived differences between the merger partners were more negatively related to post-merger identification for members of the dominated compared with the dominant organization.

Van Knippenberg, D. Organizational identification versus organizational commitment: self-definition, social exchange, and job attitudes / D. Van Knippenberg, E. Sleebos. – Text: unmediated // Journal of organizational behavior: The international journal of industrial, occupational and organizational psychology and behavior. – 2006. – Vol. 27, № 5. – P. 571-584.

The psychological relationship between individual and organization has been conceptualized both in terms of identification and in terms of (affective) commitment. In the present study, we explore the differences between these two conceptualizations. Building on the proposition that identification is different from commitment in that identification reflects the self-definitional aspect of organizational membership whereas commitment does not, we propose that commitment is more contingent on social exchange processes that presume that individual and organization are separate entities psychologically, and more closely aligned with (other) job attitudes. In support of these propositions, results of a cross-sectional survey of university faculty ($n=133$) showed that identification is uniquely aligned (i.e., controlling for affective

commitment) with the self-referential aspect of organizational membership, whereas commitment is uniquely related (i.e., controlling for identification) to perceived organizational support, job satisfaction, and turnover intentions. We conclude that the core difference between identification and commitment lies in the implied relationship between individual and organization: Identification reflects psychological oneness, commitment reflects a relationship between separate psychological entities.

Vondey, M. The relationships among servant leadership, organizational citizenship behavior, person-organization fit, and organizational identification / M. Vondey. – Text : unmediated // International journal of leadership studies. – 2010. – Vol. 6, № 1. – P. 3-27.

This study proposes that there is a relationship between servant leadership and organizational citizenship behavior (OCB) and that person-organization fit and organizational identification moderate that relationship. One hundred fourteen participants completed a cross-sectional self-report survey. Hierarchical regression analysis revealed that servant leadership behavior partially predicts organizational citizenship behaviors and that person-organization fit and organizational identification partially moderate the relationship between servant leadership and organizational citizenship behavior. One implication is that leaders who want to encourage citizenship behaviors among employees would do well to model those same behaviors toward others.

Vora, D. Roles of subsidiary managers in multinational corporations: the effect of dual organizational identification / D. Vora, T. Kostova, K. Roth. – Text : unmediated // Management international review. – 2007. – Vol. 47, № 4. – P. 595-620.

Subsidiary managers are faced with complex managerial roles involving both the interests of the multinational corporation (MNC) and the subsidiary. We suggest complex roles are best fulfilled when managers develop dual organizational identification towards both entities. Based on a conceptualization of dual organizational identification in terms of relative magnitude, we test the effect of dual identification on subsidiary manager roles and role conflict. Results indicate that high identification with both entities is associated with high role fulfillment and that similarity in organizational identities directly affects role conflict.

Walsh, I. J. Loyal after the end: understanding organizational identification in the wake of failure / I. J. Walsh, F. Pazzaglia, E. Ergene. – Text : unmediated // Human relations. – 2019. – Vol. 72, № 2. – P. 163-187.

Prestige has traditionally been viewed as a primary explanation for individuals' identification with organizations. Yet there are clues in the literature that some individuals identify with organizations that have lost their prestige owing to failure. We use data from a survey of former employees of a defunct technology firm to test a proposed model of identification with failed organizations. We find that the extent to which the perceived identity of a failed organization fulfills former members' self-enhancement and belongingness motives has a positive relationship with their identification with it. Identification, in turn, inclines former members to socially interact with each other and participate in alumni associations. Further qualitative analysis reveals the organizational identity work practices by which former members recast a failed organization's identity in positive terms. These findings suggest the merit of relaxing assumptions about prestige as a necessary precursor to organizational identification, and augment scholarly understanding of the cognitive and relational mechanisms that facilitate individuals' identification with organizations in the wake of events that injure their reputations.

Walumbwa, F. O. Linking ethical leadership to employee performance: the roles of leader-member exchange, self-efficacy, and organizational identification / F. O. Walumbwa, D. M. Mayer, P. Wang. – Text : unmediated // Organizational behavior and human decision processes. – 2011. – Vol. 115, № 2. – P. 204-213.

This research investigated the link between ethical leadership and performance using data from the People's Republic of China. Consistent with social exchange, social learning, and social identity theories, we examined leader-member exchange (LMX), self-efficacy, and organizational identification as mediators of the ethical leadership to performance relationship. Results from 72 supervisors and 201 immediate direct reports revealed that ethical leadership was positively and significantly related to employee performance as rated by their immediate supervisors and that this relationship was fully mediated by LMX, self-efficacy, and organizational identification, controlling for procedural fairness. We discuss implications of our findings for theory and practice.

Walumbwa, F. O. Organizational justice, voluntary learning behavior, and job performance: a test of the mediating effects of identification and leader-member exchange / F. O. Walumbwa, R. Cropanzano, C. A. Hartnell. – Text : unmediated // Journal of organizational behavior. – 2009. – Vol. 30, № 8. – P. 1103-1126.

This paper presents and tests an integrative model of voluntary learning behavior. Drawing on social exchange theory, we argue that individuals are more likely to pursue learning activities when they identify with their employing organization and have a high quality leader-member exchange (LMX) relationship with their supervisor. We further argue that organizational identification is enhanced by both distributive and procedural fairness, whereas LMX quality is enhanced by interpersonal and informational fairness. Moreover, we contend that effective learning behavior improves job performance. The model was tested with a sample of 398 employees from a large automobile dealership. Results supported most predictions.

Wang, T. The mediating effects of organizational and supervisor identification for interactional justice: the case of Sichuan civil servants in China / T. Wang, H. Jiang. – Text : unmediated // Public personnel management. – 2015. – Vol. 44, № 4. – P. 523-542.

This study is aimed to investigate the differential mediating effects of organizational identification and supervisor identification to explain why interactional justice affects both organization-focused and supervisor-focused outcomes. Specifically, we predicted that organizational identification would mediate the association between interactional justice and organization-focused outcome (organizational citizenship behaviors directed at the organization), whereas supervisor identification would mediate the association between interactional justice and supervisor-focused outcomes (supervisor evaluation and organizational citizenship behaviors directed at the supervisor). To examine our hypotheses, we carried out a field survey study and collected data from local civil servants in Sichuan province of China. Results supported our hypotheses.

Wang, W. Perceived corporate social responsibility and employee outcomes: a moderated mediation model / W. Wang, Y. Fu, H. Qiu. – Text : electronic // Academy of management proceedings. – Briarcliff Manor, NY 10510: Academy of management. – 2016. – Vol. 2016, № 1. – P. 15266. – URL:

<http://dx.doi.org/10.5465/AMBPP.2016.15266abstract> (дата обращения: 08.04.2019).

This research explored employee's attitudinal and behavioral reactions to perceived corporate social responsibility (PCSR), and the conditions of CSR effects on employees. Drawing on social identity and social exchange theories, we investigated the mediating effect of organizational identification on the relationship between PCSR and employee outcomes (i.e. turnover intention, in- role job performance, and helping behavior), and the moderating effect of moral identity on the first stage of the indirect effect. Data were obtained from a sample of 340 Chinese manufacturing employee-supervisor dyads. The study found support for the moderated indirect effect of employee's PCSR on the following: (1) turnover intention via organizational identification, and the negative relationship is weaker when employees are with high moral identity; (2) in-role job performance and helping behavior via organizational identification, and the positive relationships are stronger when moral identity is high than when it is low.

Wang, X. H. F. A multilevel study of transformational leadership, identification, and follower outcomes / X. H. F. Wang, J. M. Howell. – Text : unmediated // *The leadership quarterly*. – 2012. – Vol. 23, № 5. – P. 775-790.

Using a sample from a large diversified company, this study examines the influence processes of transformational leadership (TFL) at both the individual and group levels concurrently and explores cross-level relationships. Results showed that, at the individual level, followers' personal identification with the leader mediated the effects of individual-focused TFL behavior on individual performance and empowerment. At the group level, group identification mediated the effect of group-focused TFL behavior on collective efficacy. Results also supported two cross-level effects from the group level to the individual level.

Wang, Y. Hierarchical and physical location matter: the asymmetrical effect of position dissimilarity / Y. Wang, C. Li. – Text : electronic // *Academy of management proceedings*. – Briarcliff Manor, NY 10510: Academy of management. – 2015. – Vol. 1. – P. 10174. – URL: <https://doi.org/10.5465/ambpp.2015.10174abstract> (дата обращения: 08.04.2019).

In this study, we investigate whether three organizationally relevant individual outcomes - organizational commitment, organizational identification and organizational citizenship behaviors - are affected by position dissimilarities, i.e., the hierarchical differences between individual employees and group members in terms of organizational positions. Drawing on relational demography approach and related theories, we argue that the influence of position dissimilarity on individual outcomes will vary for employees in lower- and higher-ranked positions and that the combined effects of position and position dissimilarity are different for employees in main offices and branch offices. Consistent with our hypotheses, data from 372 Chinese consultants indicate that lower-ranking employees report higher levels of individual outcomes working in situations with high position dissimilarity, whereas higher-ranking employees are less influenced by position dissimilarity. Furthermore, the combined influences of position dissimilarity and position on individual outcomes are stronger for groups working in main offices than for groups working in branch offices. These findings highlight the necessity of managing positional differences in human resources practices.

Wan-Huggins, V. N. The development and longitudinal test of a model of organizational identification / V. N. Wan-Huggins, C. M. Riordan, R. W. Griffeth. – Text : unmediated // Journal of applied social psychology. – 1998. – Vol. 28, № 8. – P. 724-749.

This study proposed and tested a theoretical model of the organizational identification process using a sample ($N = 198$) of electric utility employees. Based upon a longitudinal design, results indicated that the antecedents of perceived role-related characteristics and construed external image were related to employees' identification with their organization, while perceived motivating job characteristics were not. Additionally, organizational identification was positively related to the employees' intention to remain within the organization. Implications for research and practice are discussed.

Webber, S. S. Dual organizational identification impacting client satisfaction and word of mouth loyalty / S. S. Webber. – Text : unmediated // Journal of business research. – 2011. – Vol. 64, № 2. – P. 119-125.

This research applies social identity theory to the project manager-client relationship in the service sector to examine the impact of dual

identification and client co-location on the satisfaction and word of mouth (loyalty) of the client. The research is conducted in the information technology industry with a sample of project manager-client dyadic relationships. The results show that project managers that have identification to their own organization and the client organization have significantly more loyal clients compared to project managers that do not have identification to their organization or the client organization. Project managers that only have client organization identification and not service organization identification have significantly more client loyalty compared to project managers that only have service organization identification. Further, the results show that being co-located with a client results in greater client satisfaction, but does not increase a project manager's identification to the client organization.

Wegge, J. Work motivation, organizational identification, and well-being in call centre work / J. Wegge, R. Van Dick, G. Fisher [et al.]. – Text : unmediated // Work and stress. – 2006. – Vol. 20, № 1. – P. 60-83.

Previous work has not considered the interplay of motivational forces linked to the task with those linked to the social identity of employees. The aim of the present study is to combine these approaches. Two studies with call centre agents (N =211, N =161) were conducted in which the relationships of objective working conditions (e.g., inbound vs. outbound work), subjective measures of motivating potential of work, and organizational identification were analysed. Job satisfaction, turnover intentions, organizational citizenship behavior (OCB), health complaints, and burnout were assessed as indicators of the agents' work motivation and well-being. In both studies it was found that objective working conditions substantially correlated with subjective measures of work motivation. Moreover, employees experiencing a high motivating potential at work reported more OCB, higher job satisfaction, and less turnover intentions. As hypothesized, organizational identification was a further independent predictor of job satisfaction, turnover intentions, OCB, and well-being. Highly organizationally identified employees report higher work motivation and more well-being. Additionally, interactions between the motivating potential and organizational identification were found. However, all the results indicate that interventions seeking to enhance work motivation and well-being in call centres should improve both the motivating potential of

the job and organizational identification. These two factors combined in an additive way across both studies.

Wiedenhof, G. C. Impacts of the spirit of initiative and identification with the organization on IT governance effectiveness perception in public organizations / G. C. Wiedenhof, E. M. Luciano, J. B. Porto. – Text : unmediated // *Revista de Gestao*. – 2019. – Vol. 26, № 1. – P. 5-21.

The purpose of this paper is to address the process of organizational governance of IT resources, called IT governance (ITG), especially its behavioral approach. The organizational citizenship behavior (OCB) concept was used to understand the relationship between the behavioral dimensions and the perception of ITG effectiveness. The objective of this research is to identify if individuals' behavior contributes to a greater perception of ITG effectiveness in public organizations. A survey with IT teams of public organizations in a Brazilian state was performed, and data were analyzed through partial least squares. A positive and significant relationship between the variables spirit of initiative and identification with the organization, and the perception of ITG effectiveness was found. Results showed that when OCB levels are higher, ITG is more easily perceived as effective. This occurs because the predisposition to adopt ITG mechanisms increases the changes in the governance process, which are understood as significant by the organization.

Wieseke, J. Multiple identification foci and their countervailing effects on salespeople's negative headquarters stereotypes / J. Wieseke, F. Kraus, M. Ahearne [et al.]. – Text: unmediated // *Journal of marketing*. – 2012. – Vol. 76, № 3. – P. 1-20.

Using a large-scale, multilevel data set, this study introduces to the sales management literature the concept of sales representatives' headquarters stereotypes as a negative outcome of social identification. The results suggest that work team identification fosters headquarters stereotyping more strongly when organizational identification is low than when it is high. Salespeople's physical distance from their corporate headquarters increases work team identification and decreases organizational identification. Competitive intensity, as an external threat to salespeople's social identity, strengthens stereotyping and social identification. In addition to important theoretical implications, this research also provides crucial insights for managers. Headquarters stereotypes are

critically important because they can have harmful consequences for sales performance and customer satisfaction. Key managerial implications are that managers should foster organizational identification and that using different compensation systems does not remedy the negative effects of stereotypes.

Wilkins, S. The influence of organizational identification on employee attitudes and behaviours in multinational higher education institutions / S. Wilkins, M. M. Butt, C. A. Annabi. – Text : unmediated // Journal of higher education policy and management. – 2018. – Vol. 40, № 1. – P. 48-66.

In order to operate effectively and efficiently, most higher education institutions depend on employees performing extra-role behaviours and being committed to staying with the organization. This study assesses the extent to which organizational identification and employee satisfaction are antecedents of these two important behaviours. Key objectives of the research were to identify possible antecedents of organizational identification and to discover whether the consequences of organizational identification vary among the employees of multinational universities at home and foreign campuses. We developed a model that was tested using structural equation modelling, which assesses the influences of organizational identification on employee satisfaction, extra-role behaviours and turnover intentions. All of the paths in our model were significant, but employee identification, satisfaction and extra-role behaviours were lower at foreign branches than at the home campuses of universities, and turnover intentions were higher. These results suggest that higher education institutions need to implement different human resource strategies at home and foreign branches, with a focus on improving organizational identification at the foreign subsidiaries.

Wolfe, J. T. Organizational identification as a mediator of transformational leadership outcomes: dis. PhD / J. T. Wolfe. – Text : unmediated // Unpublished ProQuest information an learning, US. – 2008.

Transformational leaders articulate an organizational vision which creates a group identity. They then foster identification with that group through behaviors such as individualized consideration and fostering acceptance of group goals. An integration of the transformational leadership and organizational identification suggests that these behaviors may affect

follower organizational identification. Thus, this dissertation examines organizational identification as a mediator of the relationship between transformational leadership and follower attitudes and performance. Based on a field survey, organizational identification mediated the relationship between transformational leadership and follower satisfaction, turnover intentions, and performance. That is, followers of transformational leaders were more likely to report higher organizational identification than followers of less transformational leaders. Followers with higher organizational identification reported higher job and leader satisfaction, higher contextual performance, and lower turnover intentions than individuals with lower organizational identification. Further research is needed to more clearly understand the processes by which transformational leadership leads to organizational identification over the course of the leader-follower relationship, as well as what moderators might impact this relationship.

Wu, C. H. Why and when workplace ostracism inhibits organizational citizenship behaviors: an organizational identification perspective / C. H. Wu. – Text : unmediated // Journal of applied psychology. – 2016. – Vol. 101, № 3. – P. 362.

Why and when do employees respond to workplace ostracism by withholding their engagement in citizenship behavior? Beyond perspectives proposed in past studies, we offer a new account based on a social identity perspective and propose that workplace ostracism decreases citizenship behavior by undermining employees' identification with the organization. We also theorize that perceived job mobility influences the extent to which employees identify with the organization when being ostracized. These hypotheses were examined in two time-lagged studies conducted in China. The proposed hypotheses were supported by results in Study 1, and findings were generally replicated in Study 2, where effects of other known mediators (i.e., organization-based self-esteem, job engagement, and felt obligation toward the organization) and moderators (i.e., collectivism, power distance, and future orientation) suggested by previous perspectives were controlled. Results of Study 2 provided further support of the hypothesized directional effect of workplace ostracism on citizenship behavior via organizational identification.

Wu, W. Different identifications cause different types of voice: a role identity approach to the relations between organizational socialization and voice / W. Wu, F. Tang, X. Dong [et al.]. – Text :

unmediated // Asia pacific journal of management. – 2015. – Vol. 32, № 1. – P. 251-287.

Drawing on role identity theory, this study examines the mediating effects of identifications at two different levels, that is, organizational identification and job involvement (the extent of identification with job) on the relations between the level of organizational socialization and employee voice behavior. To better understand voice behavior, we propose that voice behavior is driven by role identity and categorize employee voice into self-job-concerned voice and self-job-unconcerned voice. A theoretical model is developed and empirically tested using a sample of 231 supervisor-subordinate dyads collected in China. Results show that the level of organizational socialization is positively related to self-job-concerned voice and self-job-unconcerned voice. Organizational identification mediates the relationship between organizational socialization and employee self-job-unconcerned voice. Job involvement mediates the relationship between organizational socialization and self-job-concerned voice. However, we find that the mediating effect of organizational identification between organizational socialization and self-job-concerned voice is not supported.

Xenikou, A. Transformational leadership, transactional contingent reward, and organizational identification: the mediating effect of perceived innovation and goal culture orientations / A. Xenikou. – Text : unmediated // *Frontiers in psychology*. – 2017. – Vol. 8. – P. 1754.

The aim of this research was to investigate the effect of transformational leadership and transactional contingent reward as complementary, but distinct, forms of leadership on facets of organizational identification via the perception of innovation and goal organizational values. Three studies were carried out implementing either a measurement of mediation or experimental-causal-chain design to test for the hypothesized effects. The measurement of mediation study showed that transformational leadership had a positive direct and indirect effect, via innovation value orientation, on cognitive identification, whereas transactional contingent reward was more strongly related to affective, rather than cognitive, identification, and goal orientation was a mediator of their link. The findings of the two experimental-causal-chain studies further supported the hypothesized effects. Transformational leadership was found to lead subordinates to perceive the culture as more innovative compared to transactional contingent reward, whereas transactional contingent reward

led employees to perceive the culture as more goal, than innovation, oriented. Finally, innovation, compared to goal, value orientation increased cognitive identification, while goal orientation facilitated affective, rather than cognitive, identification.

Xu, E. When self-view is at stake: responses to ostracism through the lens of self-verification theory / E. Xu, X. Huang, S. L. Robinson. – Text : unmediated // *Journal of management*. – 2017. – Vol. 43, № 7. – P. 2281-2302.

We examined the conditions under which workplace ostracism promotes prosocial reactions (i.e., helping behavior) and deters antisocial behavior (i.e., social loafing). Using data from 213 employees and their direct supervisors, we found that when group identification is strong, workplace ostracism increases the helping behavior and decreases the social loafing of employees. Moreover, we found that employees' tenure further moderates this effect; for those employees who have a strong group identification and long tenure, the positive association of ostracism and helping behavior is the strongest.

Ye, J. The impact of organizational values on organizational citizenship behaviors / J. Ye. – Text : unmediated // *Public personnel management*. – 2012. – Vol. 41, № 5. – P. 35-46.

This study seeks to investigate the mechanism through which organizational values in Chinese enterprises may function on employees' citizenship behaviors. Based on a sample of 201 employees in Chinese enterprises, the research questions focus on whether organizational values have a direct impact on OCBs and its verified antecedents: organizational identification and organization-based self-esteem (OBSE). The results indicate that organizational values have significant and direct impact on employees' organizational citizenship behaviors by the mediating effect of organizational identification and OBSE. The present research exposes a systematic mechanism that articulates OCBs under the background of Chinese culture.

Yimo, S. Antecedents and consequences of organizational identification: a social exchange perspective / S. Yimo. – Text : unmediated // *Acta psychologica sinica*. – 2007. – Vol. 39, № 5. – P. 918-925.

This paper presents an empirical test of organizational identification from a social exchange perspective in an attempt to

understand the nature, development, and consequences of organizational identification. The sample consisted of 398 employees from 32 firms. Structural equation modeling was used for data analysis. Indicated that perceived organizational support (POS) had a significant impact on organizational identification and intention to remain. Further, organizational identification fully mediated the relationship between perceived organizational support and four organizational citizenship behaviors (altruism toward colleagues, conscientiousness, interpersonal harmony and protecting company resources). Leader-member exchange (LMX) had no significant direct impact on organizational identification and intention to remain, but had an important impact on altruism toward colleagues, conscientiousness, interpersonal harmony and protecting company resources.

Young, S. F. The role of feedback in supervisor and workgroup identification / S. F. Young, L. A. Steelman. – Text : unmediated // Personnel review. – 2014. – Vol. 43, № 2. – P. 228-245.

The purpose of this paper is to examine the extent to which two factors are associated with identification, the feedback environment and feedback seeking: two forms of identification, supervisor identification and workgroup identification, were linked to matching sources of feedback environment and feedback seeking. An empirical study was carried out with a sample of working students representing a variety of industries in the USA. Students (n=256) completed a written questionnaire. Structural equation modeling was used to analyze the data. Results indicated that feedback seeking frequency partially mediated the effect of supervisor feedback environment on supervisor identification. Similarly, feedback seeking partially mediated the effect of coworker feedback environment on workgroup identification.

Zhang, J.-r. Organizational citizenship behavior characteristics and job satisfaction in new civil servants / J.-r. Zhang, Z.-f. Zhou, H.-j. Wang [et. al]. – Text : unmediated // Chinese journal of clinic psychology. – 2017. – Vol. 25, № 3. – P. 524-526.

To explore the organizational citizenship behavior characteristics and its relationship with work satisfaction. Methods: 250 new recruits to the civil service for offices directly under the province were investigated with Organizational Citizenship Behavior Scale and Job Satisfaction questionnaire. Results: (1) New recruit to the civil service OCB had no significant differences in demographic variables. (2) Dimension of work

satisfaction and organizational citizenship behaviors of organizational identity, assisting colleagues and dedicated compliance has a significant positive correlation between three dimensions. (3) Management measures of satisfaction and organization citizenship behaviors of organizational identity, assisting colleagues and with work incentives predictable decision dimension. Group colleagues for cooperation satisfaction predictable assistance dimension, work incentive satisfaction and leadership behavior can be predicted and dedicated law dimension.

Zhang, Y. Developmental leadership and organizational citizenship behavior: mediating effects of self-determination, supervisor identification, and organizational identification / Y. Zhang, C. C. Chen. – Text : unmediated // *The leadership quarterly*. – 2013. – Vol. 24, № 4. – P. 534-543.

The authors investigate three levels of self-identity in the workplace — self-determination, supervisor identification, and organizational identification — for their mediating effects on developmental leadership and organizational citizenship behaviors. Data from 469 supervisor–subordinate dyads in two Chinese firms show that supervisor identification is the strongest mediator, self-determination is the second, and organizational leadership is the third.

Zhang, Y. Identity judgements, work engagement and organizational citizenship behavior: the mediating effects based on group engagement model / Y. Zhang, Y. Guo, A. Newman. – Text : unmediated // *Tourism management*. – 2017. – Vol. 61. – P. 190-197.

The group engagement model (Tyler & Blader, 2003) suggests that organizational identification is based on both the individual's evaluation of the status of their group as perceived by outgroups (i.e., pride) and his/her view about their status within the group (i.e., respect). However, prior research has not examined the factors which influence organizational identification, and subsequently lead employees to feel engaged and exhibit positive extra-role behaviors that benefit the organization. Using time-lagged data from both service employees and their supervisors, our findings demonstrate that both pride and respect are positively related to organizational identification, and organizational identification is positively related to work engagement and organizational citizenship behavior (OCB). More importantly, organizational identification mediates the relationships between the antecedents (i.e., pride and respect) and consequences (work

engagement and OCB). Overall, the study provides compelling support for the group engagement model in predicting key job attitudes and behaviors amongst service employees.

Zhao, C. An identification perspective of servant leadership's effects / C. Zhao, Y. Liu, Z. Gao. – Text : unmediated // Journal of managerial psychology. – 2016. – Vol. 31, № 5. – P. 898-913.

The purpose of this paper is to reveal the identification-based mechanisms through which servant leadership affects desired outcomes (organizational citizenship behavior (OCB) toward coworkers and turnover intention) in the service industry in China. The data of 293 pairs of valid subordinate-supervisor dyads were collected from the hospitality industry in China with a time lag of 30 days to reduce common method bias. Hypotheses were tested by a bootstrapping method and rival model comparisons. The authors demonstrate that both the subordinate's identification with the supervisor and identification with the organization play crucial roles in translating servant leadership's effects to subordinate's coworker-oriented OCBs and turnover intention. However, the occurrence of the two identifications seems to be not parallel but in sequence (i.e. pointing from identification with the supervisor to identification with the organization). In addition, results show that servant leadership's ability to reduce subordinate's fear of being close to the immediate supervisor is an equally significant route through which subordinate's identification with the organization can be established.

Zhao, G. The effects of congruence in member and leader organizational identification on work outcomes / G. Zhao, Y. Chen, S. H. Oh [et al.]. – Text : electronic // Academy of management proceedings. – Briarcliff Manor, NY 10510: Academy of management. – 2016. – Vol. 2016, № 1. –P. 11117. – URL:<http://dx.doi.org/10.5465/AMBPP.2016.11117abstract> (дата обращения: 08.04.2019).

Drawing on social identity theory and self-categorization theory, we integrated research on shared social identity and identity threat to examine the effects on work outcomes of congruence vs. incongruence in both members' and leaders' identification with their organization. A multi-level polynomial regression analysis showed that when members and leaders were congruent in their organizational identification, they enjoyed higher (member) job satisfaction, higher (leader) organizational citizenship

behaviors, and member-leader agreement on the member's performance rating. Our results demonstrated further that incongruence affected member and leader outcomes, in that a comparatively higher level of organizational identification on the part of one led to relatively higher job satisfaction and OCB-O for that party in contrast to when that party's organizational identification was comparatively lower. In addition, agreement on the member's performance rating was higher when the member's organizational identification was comparatively higher than that of the leader.

Zhao, H. Compulsory citizenship behavior and organizational citizenship behavior: the role of organizational identification and perceived interactional justice / H. Zhao, Z. Peng, H.-K. Chen. – Text : unmediated // *Journal of psychology*. – 2014. – Vol. 148, № 2. – P. 177-196.

This article examines the psychological mechanism underlying the relationship between compulsory citizenship behavior (CCB) and organizational citizenship behavior (OCB) by developing a moderated mediation model. The model focuses on the mediating role of organizational identification and the moderating role of interactional justice in influencing the mediation. Using a time-lagged research design, the authors collected two waves of data from 388 supervisor-subordinate dyads in 67 teams to test the moderated mediation model. Results revealed that CCB negatively influenced OCB via impairing organizational identification. Moreover, interactional justice moderated the strength of the indirect effect of CCB on OCB (through organizational identification), such that the mediated relationship was stronger under low interactional justice than under high interactional justice.

4. РАЗРАБОТКА МЕТОДОВ И МЕТОДИК

Ловаков, А. В. Разработка и апробация методики диагностики организационной идентификации / А. В. Ловаков. – Текст : непосредственный // Психология. Журнал Высшей школы экономики. – 2010. – Т. 7, № 4. – С. 108-116.

Целью статьи являлась разработка конструкта организационной идентификации (ОИ) и инструмента для его измерения. Предложенная 12-пунктная опросная методика включает 4 субшкалы: Самокатегоризация, Валентность идентификации, Эмоциональная привязанность, Разделение организационных целей и ценностей. Конфирматорный факторный анализ показал удовлетворительное соответствие факторной структуры методики эмпирическим данным. Методика показала приемлемый уровень конвергентной валидности, однако валидность некоторых шкал еще требует дополнительного обоснования. Проведенная первичная психометрическая проверка методики, созданной на базе четырехкомпонентной модели ОИ, показала допустимость использования ее для оценки данного конструкта.

Сидоренков, А. В. Разработка инструментария изучения идентификации работников в организации / А. В. Сидоренков, О. Ю. Шипитько, Д. Е. Штильников, В. А. Штроо. – Текст : электронный // Организационная психология. – 2019. – Т. 9, № 3. – С. 74-102. URL: <http://orgpsyjournal.hse.ru> (дата обращения: 24.09.2019).

Целью является разработка и апробация новых опросников организационной и суборганизационной, групповой и микрогрупповой, межличностной и персональной идентификации (идентичности) работников в организации. Проведена экспертиза содержательной валидности четырёх новых опросников социальной (организационной) идентичности. Выборку апробации этих опросников составили 514 работников из разных крупных организаций (государственные вузы, учреждения в сфере управления и выполнения правоприменительных функций, а также коммерческие компании). Обработка результатов осуществлялась с помощью факторного анализа с применением метода главных компонент и вращения Варимакс с нормализацией Кайзера; рассчитывались описательные статистики, коэффициенты альфа Кронбаха и корреляции Пирсона. Показано, что в зависимости от

компонентов идентичности опросник организационной и суборганизационной идентичности (состоит из двух соответствующих частей) имеет двухфакторную структуру, и включает две субшкалы в каждой части: когнитивную и аффективную идентичность. Опросник групповой и микрогрупповой идентичности (включает два соответствующих раздела), опросник межличностной идентичности и опросник персональной идентичности имеют трёхфакторную структуру, и состоят из трёх субшкал, таких как когнитивная, аффективная и поведенческая идентичность. Опросники в целом обладают валидностью и надёжностью по проанализированным показателям. Однако субшкала поведенческой микро-групповой идентичности и субшкала поведенческой персональной идентичности имеют внутреннюю консистентность ниже приемлемой.

Bergami, M. Self-categorization, affective commitment and group self-esteem as distinct aspects of social identity in the organization / M. Bergami, R. P. Bagozzi. – Text : unmediated // *British journal of social psychology*. – 2000. – Vol. 39, № 4. – P. 555–577.

The purpose of this study is to distinguish between cognitive, affective and evaluative components of social identity in the organization and to show how the components instigate behaviours that benefit in-group members. A new scale for measuring cognitive organizational identification (i.e. self-categorization) is developed and compared to a leading scale. Internal consistency, convergent validity, predictive validity and generalizability of the two scales are established on a sample of Italian (N=409) and Korean (N=283) workers. Next, convergent and discriminant validity for measures of organizational identification, affective commitment and group self-esteem are demonstrated. Then, two antecedents of these components of social identity are examined: organization prestige and organization stereotypes. Finally, the mediating role of the components of social identity are investigated between the antecedents and five forms of citizenship behaviours. The last three analyses are performed on the Italian (N=409) workers. Among other findings, the results show that affective commitment and self-esteem are the primary motivators of citizenship behaviours. Moreover, cognitive identification performs as a central mediator between prestige and stereotypes on the one hand, and affective commitment and self-esteem on the other. Identification is thus an indirect determinant of citizenship behaviours.

Bouas, K. S. The development of group identity in computer and face-to-face groups with membership change / K. S. Bouas, H. Arrow. – Text : unmediated // Computer supported cooperative work. – 1996. – Vol. 4, № 2. – P. 153-178.

A three-part conception of group identity is proposed that draws on common fate, cohesiveness, and cognitive views of group identity. The changing contribution of these three components to group identity was examined for 31 original and 29 reconfigured groups which met for 7 consecutive weeks using either face-to-face (FIF) or computer-mediated communication (CMC). Group identity was consistently lower for computer-mediated groups, and this effect was stronger in the reconfigured groups. In the original groups, group identity started high and declined for both FTF and CMC groups. In the reconfigured groups, developmental patterns differed from those of the original groups, and also differed by communication medium. Individual differences accounted for a substantial amount of variance in group identity across original and reconfigured groups.

Brown, R. Explaining intergroup differentiation in an industrial organization / R. Brown, S. Condor, A. Mathews [et al.]. – Text : unmediated // Journal of occupational psychology. – 1986. – Vol. 59, № 4. – P. 273–286.

We report a study of intergroup relations in a paper factory in which we examine the utility of three social-psychological approaches: realistic conflict theory, the contact hypothesis and social identity theory. A sample of 177 shop floor workers from five different departments was interviewed. From them, measures of intergroup differentiation, perceived intergroup conflict, amount of intergroup contact, and strength of workgroup identification were obtained. The latter was assessed using a new scale of group identification developed for this study. Reliability and validity data for this scale are reported. Using multiple regression analyses we attempt to explain variance in respondents' intergroup differentiation using the other measures as predictor variables. The most powerful and reliable predictor was perceived conflict which, as expected, was positively correlated with differentiation. Less consistent was amount of contact which was negatively but only weakly associated with differentiation. Strength of group identification, while generally showing a positive correlation with differentiation as predicted, was also only a weak and inconsistent predictor

variable. Noting that these results confirm findings from other studies we discuss their theoretical implications.

Edwards, M. R. Organizational identification: development and testing of a conceptually grounded measure / M. R. Edwards, R. Peccei. – Text : unmediated // *European journal of work and organizational psychology*. – 2007. – Vol. 16, № 1. – P. 25-57.

There is continuing debate in the literature as to how organizational identification (OID) should be conceptualized and operationalized. We present a new six-item measure of OID that includes both cognitive and affective components and that integrates the main dimensions of OID found in the literature. The new measure comprises three main subcomponents: self-categorization and labelling, sharing of organizational goals and values, and a sense of organizational belonging and membership. The measure was tested on two separate samples of over 600 employees working in the UK National Health Service (NHS) using Confirmatory Factor Analysis. The results provided support for the proposed three-component conceptualization of OID. However, the three subcomponents were highly intercorrelated and showed low discriminant validity. We therefore propose a single overall measure of OID. This six-item aggregate scale has acceptable psychometric properties and provides a theoretically meaningful, but parsimonious, measure of OID for use in field research.

Hinkle, S. Intragroup identification and intergroup differentiation: a multicomponent approach / S. Hinkle, L. A. Taylor, D. L. Fox-Cardamone [et al.]. – Text : unmediated // *British journal of social psychology*. – 1989. – Vol. 28. – P. 305-317.

The factor structure of an intragroup identification scale was examined. Subjects participating in small groups worked on a decision-making task, completed the identification measure and made in-group and out-group evaluations. Three factors reflecting emotional, cognitive and individual/group interdependence aspects of identification accounted for 70.5 percent of the scale's total variance. Based upon these results, the identification scale was decomposed into three subscales. Correlations between subscale scores and differentiation were positive, but small in magnitude (range 0.23–0.28). In contrast, subscale scores were more strongly associated with the in-group aspect of differentiation (r s from 0.37 to 0.62). Implications of the findings for social identity theory are discussed

along with the value of multicomponent conceptualizations and methodologies.

Johnson, M. D. Cognitive and affective identification in organizational settings / M. D. Johnson, F. P. Morgeson. – Text : electronic // Academy of management proceedings. – Briarcliff Manor, NY 10510: Academy of management. – 2005. – Vol. 2005, № 1. – P. S1-S6. – URL:<https://journals.aom.org/doi/abs/10.5465/ambpp.2005.18780944> (дата обращения: 08.04.2019).

Social identity research in organizational settings has adopted a distinctively cognitive focus, thus neglecting the affective dimension of social identification. In a series of three studies, we develop new measures of cognitive and affective identification and examine their interrelationships with various antecedents, related attitudes, and outcomes. We find that cognitive identification is consistently predicted by organizational prestige, cognitive ability, and neuroticism, and that affective identification is predicted by prestige and extraversion. Moreover, we find that the two identification dimensions provide independent predictive validity of organizational commitment, organizational involvement, and organizational citizenship behaviors.

Kreiner, G. E. Evidence toward an expanded model of organizational identification / G. E. Kreiner, B. E. Ashforth. – Text : unmediated // Organizational behavior. – 2004. – Vol. 25, № 1. – P. 1–27.

Recent research on organizational identification has called for the consideration of an expanded model of identification, which would include a more thorough treatment of the ways an individual could derive his or her identity from the organization. This paper begins to answer that call by testing operationalizations of the four dimensions of the expanded model: identification, disidentification, ambivalent identification, and neutral identification. Survey results from 330 employed adults support the discriminability of the four dimensions. This exploratory study also begins to establish the criterion-related validity of the model by examining organizational, job-related, and individual difference variables associated with the four dimensions of the model, and suggests implications for the expanded model's strong potential for applications in organizational identification research.

Leach, C. W. Group-level self-definition and self-investment: a hierarchical (multicomponent) model of in-group identification / C. W. Leach, M. Van Zomeren, S. Zebel [et al.]. – Text : unmediated // Journal of personality and social psychology. – 2008. – Vol. 95, № 1. – P. 144–165.

Recent research shows individuals' identification with in-groups to be psychologically important and socially consequential. However, there is little agreement about how identification should be conceptualized or measured. On the basis of previous work, the authors identified 5 specific components of in-group identification and offered a hierarchical 2-dimensional model within which these components are organized. Studies 1 and 2 used confirmatory factor analysis to validate the proposed model of self-definition (individual self-stereotyping, in-group homogeneity) and self-investment (solidarity, satisfaction, and centrality) dimensions, across 3 different group identities. Studies 3 and 4 demonstrated the construct validity of the 5 components by examining their (concurrent) correlations with established measures of in-group identification. Studies 5-7 demonstrated the predictive and discriminant validity of the 5 components by examining their (prospective) prediction of individuals' orientation to, and emotions about, real intergroup relations. Together, these studies illustrate the conceptual and empirical value of a hierarchical multicomponent model of in-group identification.

Mael, F. A. Alumni and their alma mater: a partial test of the reformulated model of organizational identification / F. A. Mael, B. E. Ashforth. – Text : unmediated // Journal of organizational behavior. – 1992. – Vol. 13, № 2. – P. 103–123.

Organizational identification is defined as a perceived oneness with an organization and the experience of the organization's successes and failures as one's own. While identification is considered important to the organization, it has not been clearly operationalized. The current study tests a proposed model of organizational identification. Self-report data from 297 alumni of an all-male religious college indicate that identification with the alma mater was associated with: (1) the hypothesized organizational antecedents of organizational distinctiveness, organizational prestige, and (absence of) intraorganizational competition, but not with interorganizational competition, (2) the hypothesized individual antecedents of satisfaction with the organization, tenure as students, and sentimentality,

but not with recency of attendance, number of schools attended, or the existence of a mentor, and (3) the hypothesized outcomes of making financial contributions, willingness to advise one's offspring and others to attend the college, and participating in various school functions. The findings provide direction for academic administrators seeking to increase alumni support, as well as for corporate managers concerned about the loyalty of workers in an era of mergers and takeovers.

Miller, V. D. Reconsidering the organizational identification questionnaire / V. D. Miller, M. Allen, M. K. Casey [et al.]. – Text : unmediated // Management communication quarterly. – 2000. – Vol. 13, № 4. – P. 626-658.

This study investigates the internal dimensions of the Organizational Identification Questionnaire (OIQ). Results of factorial analytic tests of cross-sectional and longitudinal data indicate that the OIQ is unidimensional across organizations and time, but that only 12 of 25 items contribute meaningfully to the scale. Furthermore, these 12 items essentially constitute an affective measure of organizational commitment, not organizational identification as theorized. A discussion of these results examines the implications of these findings toward the future use of the OIQ scale.

Riordan, C. M. Defining and measuring employees' identification with their work groups / C. M. Riordan, E. W. Weatherly. – Text : unmediated // Educational and psychological measurement. – 1999. – Vol. 59, № 2. – P. 310–324.

The objective of this study was to develop a conceptually and methodologically sound measure of employee identification with the work group. A three-phase analysis approach was used. First, a content analysis was conducted with subject matter experts in the field of Organizational behavior and psychology. Second, an exploratory factor analysis of the factor structure was conducted using a sample of 140 employees (mean age 33.44 years) from a credit union. Finally, confirmatory analyses using LISREL 8 were conducted with a sample of 309 employees derived from four insurance organizations. The exploratory and confirmatory factor analyses supported the factor structure of the identification measure and the scale scores showed acceptable levels of internal consistency in both samples. The study also demonstrated that the construct of work group

identification is distinct from but related to both work group cohesiveness and work group communication.

Shamir, B. A single-item graphic scale for the measurement of organizational identification / B. Shamir, R. Kark. – Text : unmediated // Journal of occupational and organizational psychology. – 2004. – Vol. 77, № 1. – P. 115-123.

We offer a single-item graphic scale for the measurement of identification with organizations and organizational units. The scale is based on conceiving of identification in terms of distance or overlap between entities in a cognitive space. We present results from five samples regarding the reliability and validity of the scale.

Stoner, J. The development and validation of the multi-dimensional identification scale (MDIS) / J. Stoner, P. L. Perrewe, C. Hofacker. – Text : unmediated // Journal of applied social psychology. – 2011. – Vol. 41, № 7. – P. 1632-1658.

Based on recent identity research, we developed the Multi-Dimensional Identity Scale (MDIS), and the psychometric properties of the MDIS are examined. We report the results of 3 studies used for item generation and analyses and exploratory factor structure analysis (Study 1), confirmatory factor structure analyses (Studies 1, 2, and 3), and construct validity (Study 3). Collectively, these studies illustrate the psychometric properties of a new measure of identity that is multidimensional and adaptable to various identity bases (i.e., organizational, family, social). Based on exploratory and confirmatory studies, our measure demonstrates the same factor structure for organization-based identity and social-based identity and a similar factor structure for family-based identity. Convergent and discriminant validity are demonstrated.

Van Dick, R. Identity leadership going global: validation of the Identity Leadership Inventory across 20 countries / R. Van Dick, J. E. Lemoine, N. K. Steffens [et al.]. – Text : unmediated // Journal of occupational and organizational psychology. – 2018. – Vol. 91, № 4. – P. 697-728.

Recent theorizing applying the social identity approach to leadership proposes a four-dimensional model of identity leadership that centres on leaders' management of a shared sense of 'we' and 'us'. This research validates a scale assessing this model – the Identity Leadership Inventory (ILI). We present results from an international project with data

from all six continents and from more than 20 countries/regions with 5,290 participants. The ILI was translated (using back-translation methods) into 13 different languages and used along with measures of other leadership constructs (i.e., leader–member exchange [LMX], transformational leadership, and authentic leadership) as well as employee attitudes and (self-reported) behaviours – namely identification, trust in the leader, job satisfaction, innovative work behaviour, organizational citizenship behaviour, and burnout. Results provide consistent support for the construct, discriminant, and criterion validity of the ILI across countries. We show that the four dimensions of identity leadership are distinguishable and that they relate to important work-related attitudes and behaviours above and beyond other leadership constructs. Finally, we also validate a short form of the ILI, noting that is likely to have particular utility in applied contexts.

Van Dick, R. Social identification among school teachers: dimensions, foci, and correlates / R. Van Dick, U. Wagner. – Text : unmediated // *European journal of work and organizational psychology*. – 2002. – Vol. 11, № 2. – P. 129–149.

The implications of social identification for work motivation and other workrelated attitudes and behaviours are discussed. Based on assumptions from social identity theory and self-categorization theory, it is proposed that an increase in social identification or social identity salience will be associated with improvement in those aspects of work motivation, work satisfaction, and other behaviours of group members that are in accordance with in-group norms. In addition, the theories suggest a distinction between different dimensions (e.g., cognitive, affective) and different foci (e.g., work group, occupational group) of identification. Results from two correlational studies with school teachers as participants (Ns = 201, 283) test and support the proposed ideas.

Van Dick, R. The utility of a broader conceptualization of organizational identification: which aspects really matter? / R. Van Dick, U. Wagner, J. Stellmacher [et al.]. – Text : unmediated // *Journal of occupational and organizational psychology*. – 2004. – Vol. 77, № 2. – P. 171-191.

Predictions of social identity and self-categorization theories about the relevance of social identification in organizational contexts are presented. We propose that different foci of identification (e.g. with own career, team, organization, occupation) as well as different dimensions of

organizational identification (cognitive, affective, evaluative, and behavioural) can be separated. Furthermore, these different aspects of organizational identification are assumed to be differentially associated with work-related attitudes and behaviours. Predictions are first tested in a questionnaire study of 515 German school teachers. Confirmatory factor analyses demonstrated that dimensions and foci can indeed be differentiated. In addition, results indicate that different aspects correlate differentially with different criteria. The results are cross-validated in two samples of 233 German school teachers and 358 bank accountants, respectively.

Vandenberg, R. J. A critical examination of the internalization, identification, and compliance commitment measures / R.J. Vandenberg, R. M. Self, J. H. Seo. – Text : unmediated // *Journal of management*. – 1994. – Vol. 20, № 1. – P. 123–140.

The objectives of this study were to examine O'Reilly and Chatman's (1986) compliance, identification, and internalization scales, and to compare the latter measures to the OCQ. Two studies were completed. Findings from Study 1 indicated that: (1) Although reliable, the identification measure was redundant with the OCQ; (2) the internalization measure was reliable and valid in that most items strongly loaded upon a different factor than did items of all other measures; and (3) the compliance measure obtained some validity only after the removal of two of its items, but possessed weak reliability throughout the analysis. Study 2 examined the applicability of the reconstituted (based upon findings from Study 1) OCQ, internalization and compliance measures in a longitudinal model of the turnover process. Of the three measures, only the OCQ had a significant causal effect within the model.

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Составители:

СИДОРЕНКОВ Андрей Владимирович
КОНДРЮКОВА Алина Игоревна
САЛЬНИКОВА Екатерина Сергеевна
СУХОРУКОВ Сергей Дмитриевич
ФИЛАТОВА Анастасия Филипповна

ИДЕНТИФИКАЦИЯ РАБОТНИКОВ В ОРГАНИЗАЦИИ: РЕТРОСПЕКТИВНЫЙ АННОТИРОВАННЫЙ УКАЗАТЕЛЬ НАУЧНЫХ ТРУДОВ

Под редакцией
А.В. Сидоренкова

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