

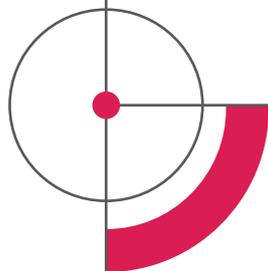
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# **ORGANISATIONAL IDENTIFICATION**

An evidence review



**Scientific summary**  
January 2021

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# Organisational identification: an evidence review

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# 1 Rationale for this review

It is widely believed that employees who identify with their organisations will not only be happier, healthier and more fulfilled, but also more likely to deliver better performance, services, and innovation. This assumption is a central part of what is often referred to as 'employee engagement', a concept that's become mainstream in management thinking over the last decade. Although this assumption appears to make sense from a managerial perspective, it is yet unclear whether it is supported (or contradicted) by scientific evidence. For this reason, the Chartered Institute of Personnel and Development (CIPD) approached the Center for Evidence-Based Management (CEBMA) to undertake a review of the research literature to learn more about the evidence base for this assumption.

This report describes how we undertook this review through a rapid evidence assessment (REA) and summarises the findings. It accompanies three other reviews of the scientific literature on:

- performance outcomes of employee engagement
- antecedents and outcomes of organisational commitment
- antecedents and outcomes of work motivation.

These scientific summaries and a discussion report are all available at: [cipd.co.uk/evidence-engagement](http://cipd.co.uk/evidence-engagement)

## 2 What is a rapid evidence assessment?

Evidence reviews come in many forms. One of the best known is the conventional literature review, which provides an overview of the relevant scientific literature published on a topic. However, a conventional literature review's trustworthiness is often low: clear criteria for inclusion are lacking and studies are selected based on the researcher's personal preferences. As a result, conventional literature reviews are prone to bias. This is why 'rapid evidence assessments' (REAs) are used. The REA is a specific research methodology that aims to identify the most relevant studies on a specific topic as comprehensively as possible, and to select appropriate studies based on explicit criteria. In addition, the methodological quality of the studies included is assessed by two independent reviewers using explicit criteria. In contrast to a conventional literature review, the REA is transparent, verifiable, and reproducible, and, as a result, the likelihood of bias is considerably smaller.

## 3 Main question: What does the REA answer?

What is known in the scientific literature about organisational identification?

Sub-questions that form the basis of the update:

- 1 What constitutes organisational identification (what is it)?
- 2 How can organisational identification be measured?
- 3 Does organisational identification affect work-related outcomes?
- 4 What are the antecedents of organisational identification?

## 4 Search strategy: How was the research evidence obtained?

Four databases were used to identify studies: ABI/INFORM Global from ProQuest, Business Source Premier from EBSCO, PsycINFO from Ovid, and Google Scholar. Our search applied the following general search filters:

- 1 scholarly journals, peer-reviewed
- 2 published in the period 1980 to 2020 for meta-analyses and 2000 to 2020 for primary studies
- 3 articles in English.

A search was conducted using combinations of various search terms, including 'organizational identification', 'antecedent', and 'workplace'. In addition, the references listed in the retrieved studies were screened in order to identify additional studies for possible inclusion in the REA. We conducted five different search queries which yielded 100 studies. An overview of all search terms and queries is provided in Appendix 1.

## 5 Selection: How were studies selected?

Study selection took place in two phases. First, titles and abstracts of the 100 studies identified were screened for relevance. In case of doubt or lack of information, the study was included. Duplicate publications were removed. This first phase yielded 17 relevant meta-analyses and 46 primary studies. Second, studies were selected based on the full text of the article using these inclusion criteria:

- 1 type of studies: focusing on quantitative, empirical studies
- 2 measurement: only studies in which relationships among organisational identification and work-related outcomes were quantitatively measured
- 3 context: only studies related to workplace settings
- 4 level of trustworthiness: only studies that were graded level C or above (see below).

This second phase yielded a total number of 6 meta-analyses and 32 primary studies. After critical appraisal, a final sample of 6 meta-analyses and 26 primary studies were included. An overview of the selection process is provided in Appendix 2.

## 6.1 Critical appraisal: How was the quality of the evidence judged?

In almost any situation it is possible to find a scientific study to support or refute a theory or a claim. Thus, it is important to determine which studies are trustworthy (that is, valid and reliable) and which are not. The trustworthiness of a scientific study is first determined by its methodological appropriateness. To determine the methodological appropriateness of the included study's research design, the classification system of Shadish et al (2002) and Petticrew and Roberts (2006) was used. In addition, a study's trustworthiness is determined by its methodological quality (its strengths and weaknesses). For instance, was the sample size large enough and were reliable measurement methods used? To determine methodological quality, all the studies included were systematically assessed on explicit quality criteria. Finally, the effect sizes were identified. An effect (for example a correlation, Cohen's  $d$  or  $\omega$ ) can be statistically significant but may not necessarily be of practical relevance: even a trivial effect can be statistically significant if the sample size is big enough. For this reason, the effect size – a standard measure of the magnitude of the effect – was assessed.

For a detailed explanation of how the quality of included studies was judged, see *CEBMA Guideline for Rapid Evidence Assessments in Management and Organizations* (Barends et al 2017).

## 6.2 Critical appraisal: What is the quality of the studies included?

Our search yielded six meta-analyses of which four were published in the past five years. This indicates that the area of organisational identification is well established and has a large body of research. However, only two meta-analyses were based on longitudinal and/or controlled studies and thus are highly trustworthy. Of the 26 included primary studies, only 13 used a true longitudinal design, in which changes in variables of the same group of subjects were measured over time. The remaining 13 studies used a cross-sectional or time-lagged design, and were therefore graded as level D, indicating a low level of trustworthiness.

## 7 Main findings

### Question 1: What constitutes organisational identification?

The first academic publications on what is today referred to as 'organisational identification' appeared early in the development of organisational science – already in 1911 Frederick Taylor emphasised the importance of workers identifying with the organisation's values and strategic goals (Taylor 1911). About 45 years later, James March and Herbert Simon formalised the construct, giving it a theoretical foundation, and articulating its antecedents and outcomes (March and Simon 1958). In the late 1980s, the construct gained traction and, with the seminal publication of Albert and Whetten (1985), organisational identification became one of the root constructs in organisational studies (Ashforth et al 2008). Because the literature on organisational identification is diverse, many definitions are available, including '*the congruence of individual and organisational values*' (Hall et al 1970), '*perception of oneness with or belongingness to the organisation*' (Ashforth and Mael 1989), or '*an affective bond with the organisation*' (Ouwkerk et al 1999). Their common thread is that all refer to an overlap between an employee's self-image and their image of the organisation (Riketta and van Rolf 2005). Organisational identification is closely related to but conceptually different from organisational commitment. Both constructs involve a psychological bond between an employee and their organisation and are therefore highly correlated ( $r = .78$ , Riketta and van Rolf 2005). However, organisational commitment represents a positive attitude towards the organisation, but the self and the organisation remain separate entities, whereas organisational identification represents the perceived oneness with the organisation, where the self and the organisation are both part of a person's self-concept (Ashforth et al 2008; Lee et al 2015). Put differently, organisational commitment is associated with 'How happy or satisfied am I with my organisation?', whereas organisational identification is concerned with 'How do I perceive myself in relation to my organisation?' (Pratt 1998). Although scholars agree that the constructs are conceptually different, sometimes the term 'organisational attachment' is used as an umbrella term for both (Riketta and van Rolf 2005).

### Question 2: How can organisational identification be measured?

The most widely used scale that measures employee organisational identification is the Mael scale (OIQ, Mael and Tetrick 1992). This ten-item scale includes items such as 'When someone praises [name of organisation], it feels like a personal compliment', and 'When I talk about [name of organisation], I usually say "we" rather than "they".' Another scale that can be used is that developed by Van Dick et al (2004). This scale includes six items, such as 'I identify myself as a member of [name of organisation],' and 'Being a member of [name of organisation] reflects my personality well.' Both scales have good psychometric properties and

have shown to have discriminant validity from related scales such as the Affective Organisational Commitment scale (Riketta and van Rolf 2005).

### **Question 3: Does organisational identification affect work-related outcomes?**

#### **Finding 1: Organisational identification predicts employees' performance (level B)**

Several meta-analyses based on a combined set of more than 100 studies consistently found a small to moderate positive relation between organisational identification and task performance (Lee et al 2015; Ng 2015; Riketta and van Rolf 2005; Van Dick et al 2006). Task performance, also referred to as in-role performance, is typically defined as the degree to which a person meets or exceeds their prescribed work goals. However, especially when it concerns highly educated knowledge workers, it is often difficult to measure task performance, as today work activities seldom have one single 'correct' or standard outcome. For this reason, researchers also measure what is referred to as 'contextual' performance: extra-role behaviours in which employees go beyond their formal job requirements, such as taking on non-required tasks, showing initiative, or working closely together with co-workers.

The same meta-analyses found that the relationship between organisational identification and performance is stronger for contextual performance than for task performance. Of course, an important question is whether employees identify more with the organisation when they meet their performance targets. A six-month longitudinal study, however, found that organisational identification is a stronger predictor for performance than the other way round (Van Dick et al 2006).

#### **Finding 2: Organisational identification predicts employees' turnover intentions (level B)**

Meta-analyses found a strong, negative correlation between organisational identification and turnover intentions, indicating that employees who strongly identify with the organisation are a lot less likely to want to quit their job (Riketta and van Rolf 2005; Ng 2015). It should be noted, however, that only turnover intention was measured, rather than actual turnover. Studies on organisational commitment have demonstrated that not all employees who express an intent to leave the organisation indeed quit their job (see, for example, Meyer et al 2002). In addition, it could be argued that when workers intend to leave the organisation their level of organisational identification will drop. However, a 12-month longitudinal study demonstrated that organisational identification is a better predictor of future turnover intentions than the other way around (Smith et al 2013).

#### **Finding 3: Organisational identification is positively related to job satisfaction (level C)**

Job satisfaction is defined as the sense of enjoyment employees derive from their experiences on the job. Meta-analyses of cross-sectional studies showed that job satisfaction and organisational identification are strongly related (Ng 2015; Riketta and van Rolf 2005). However, this review did not find longitudinal studies that indicate whether employees are more likely to enjoy their job *because* they identify with their organisation, or the other way around. Another explanation for the strong relationship is that both organisational identification and job satisfaction share the same antecedents – if present, both increase.

#### **Finding 4: Organisational identification predicts employee wellbeing (level A)**

A recent meta-analysis of 58 studies found that organisational identification (weakly) predicts employees' physical and psychological wellbeing (Steffens et al 2017). A longitudinal study, however, found that over-identification with the organisation increases workaholism, which in turn may have a negative effect on employees' wellbeing (Avanzi et al 2012).

#### **Finding 5: Organisational identification predicts post-merger worker attitudes (level C)**

Several longitudinal and time-lagged studies have demonstrated that organisational identification is a strong predictor of post-merger worker attitudes (see, for example, Edwards et al 2017). For example, it was found that employees who do not strongly identify with their

organisation before a merger are more likely to show low levels of identification with the new/merged organisation (Bartels et al 2009). This suggests that, in order to obtain a strong identification with the new/merged organisation, managers should pay extra attention to employees and units with weaker social bonds.

**Finding 6: Organisational identification motivates employees to display brand-congruent behaviour (level C)**

A longitudinal study found that employees who strongly identify with their organisation clearly display stronger brand-congruent behaviour and thus are more likely to act as 'brand champions' who help build and strengthen the brand/image of the organisation (Löhndorf and Diamantopoulos 2014).

**Finding 7: Organisational identification affects employees' change attitudes (level C)**

Longitudinal studies found that employees who strongly identify with their organisation report slightly more positive feelings about upcoming organisational changes and display higher levels of job satisfaction and organisational commitment (Jetten et al 2002; Michel et al 2010). In addition, it was found that organisational identification is positively related to employee readiness for change (Drzensky et al 2012).

**Question 4: What are antecedents of organisational identification?**

**Finding 8: Perceived organisational prestige and reputation predicts employees' organisational identification (level A)**

Several studies have found that the (perceived) prestige of an organisation is a predictor of employee organisational identification. This suggests that when a company's reputation drops (for example due to a scandal or adverse economic circumstances), employee identification with the organisation will drop too. This finding is particularly relevant in the context of a merger, as several longitudinal studies have shown that if an organisation merges with (or is acquired by) an organisation perceived as less prestigious, this will negatively affect employee identification with the new organisation (Bartels et al 2009), and, consequently, employee performance and turnover intentions. This is especially the case for longer-tenured employees (Bommaraju et al 2018). In addition, several studies found that perceived corporate social responsibility strongly affects employee organisational identification (El Akremi et al 2018; Gallagher et al 2018; Ghosh 2018; Goswami et al 2018). A possible explanation for this finding is that employees feel more pride in organisations that are conscious of their impact on economic, social, and environmental aspects of society (DeRoeck et al 2016).

**Finding 9: Employees' trust and respect for managers is related to organisational identification (level D)**

A study found that employees will more likely identify with the organisation when they trust and respect their supervisor and the company's top management (Al Atwi and Bakir 2014). A possible explanation for this finding is that decisions by supervisors and top management strongly affect employee perceptions of the organisation as a whole, and thus influences employee organisational identification.

**Finding 10: Employees' perceived person–organisation fit affects their level of organisational identification (level C)**

Most people choose to work for an organisation not only on the basis of the characteristics of the job, but also on the perceived fit between their personal values and those of the organisation (Judge and Cable 1997). A longitudinal study in a telecommunications company found that this perceived person–organisation fit is a strong predictor for employee identification with the organisation (Cable and DeRue 2002).

### **Finding 11: Perceived organisational justice is a strong predictor for organisational identification (level B)**

For several decades, scholars have studied perceived organisational justice as a predictor of employee work-related attitudes and behaviours. Most scholars distinguish three types: distributive justice (outcomes), procedural justice (processes) and interactional justice (how people are treated). Several studies found that, in particular, perceived procedural justice – *‘the perceived fairness of decision-making processes and the degree to which they are consistent, accurate, unbiased, and open to voice and input’* (Colquitt 2008) – is a strong predictor for employee organisational identification (El Akremi et al 2018; Guglielmi et al 2018; DeRoeck et al 2016; Edwards et al 2017; Michel et al 2010).

### **Finding 12: Perceived organisational support and trust are positively related to organisational identification (level C)**

A recent meta-analysis found that the extent to which employees perceive that their organisation values their contribution and cares about their wellbeing, also referred to as organisational support, is strongly correlated with their level of organisational identification. A similar association was found for organisational trust (Ng 2015).

### **Finding 13: Organisational tenure and educational level do not predict organisational identification (level B)**

A meta-analysis of 96 studies found that employee organisational tenure and education level are not related to their level of identification with the organisation (Riketta and van Rolf 2005).

## **8 Conclusion**

The studies identified through this review clearly demonstrate that organisational identification is a robust construct with a sound theoretical and empirical foundation, and it is shown to predict relevant work-related outcomes. The review findings also indicate that perceived trust, justice, support, and person–organisation fit directly enhance (or undermine) the establishment of employee organisational identification.

## **9 Limitations**

This REA aims to provide a balanced assessment of what is known in the scientific literature about organisational identification by using the systematic review method to search and critically appraise empirical studies. To be ‘rapid’, concessions were made in relation to the breadth and depth of the search process, such as the exclusion of unpublished studies, the use of a limited number of databases and a focus on research published in the period 1980 to 2020 for meta-analyses and 2000 to 2020 for primary studies. As a consequence, some relevant studies may have been missed.

A second limitation concerns the critical appraisal of the studies included, which did not incorporate a comprehensive review of the psychometric properties of their tests, scales and questionnaires.

A third limitation concerns the focus on meta-analyses and longitudinal studies. For this reason, cross-sectional studies were excluded. As a consequence, new, promising findings relevant for practice may have been missed.

Given these limitations, care must be taken not to present the findings presented in this REA as conclusive.

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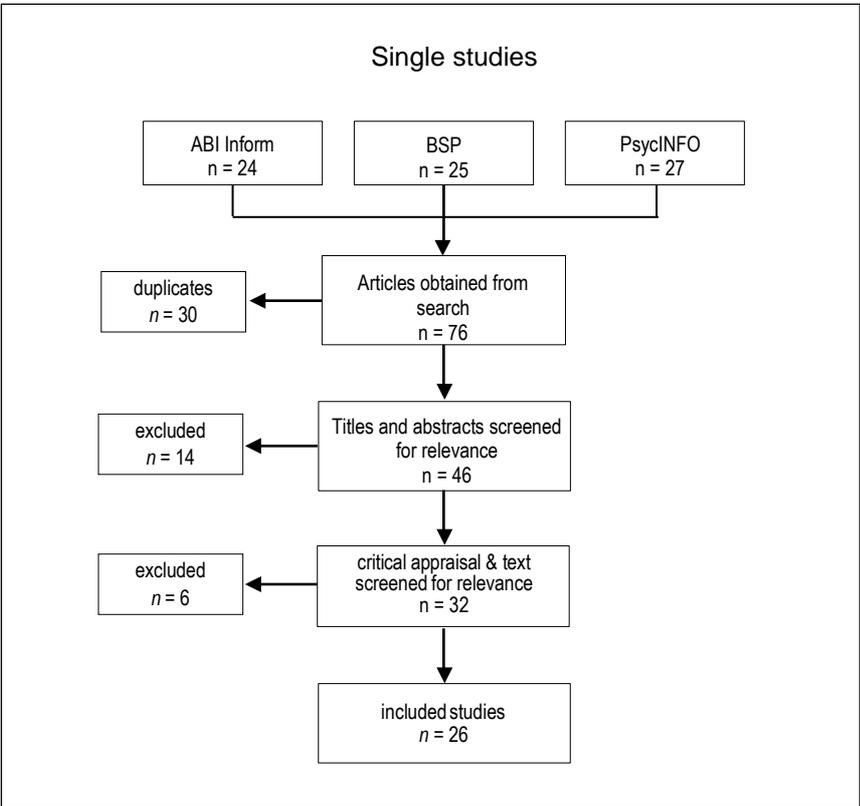
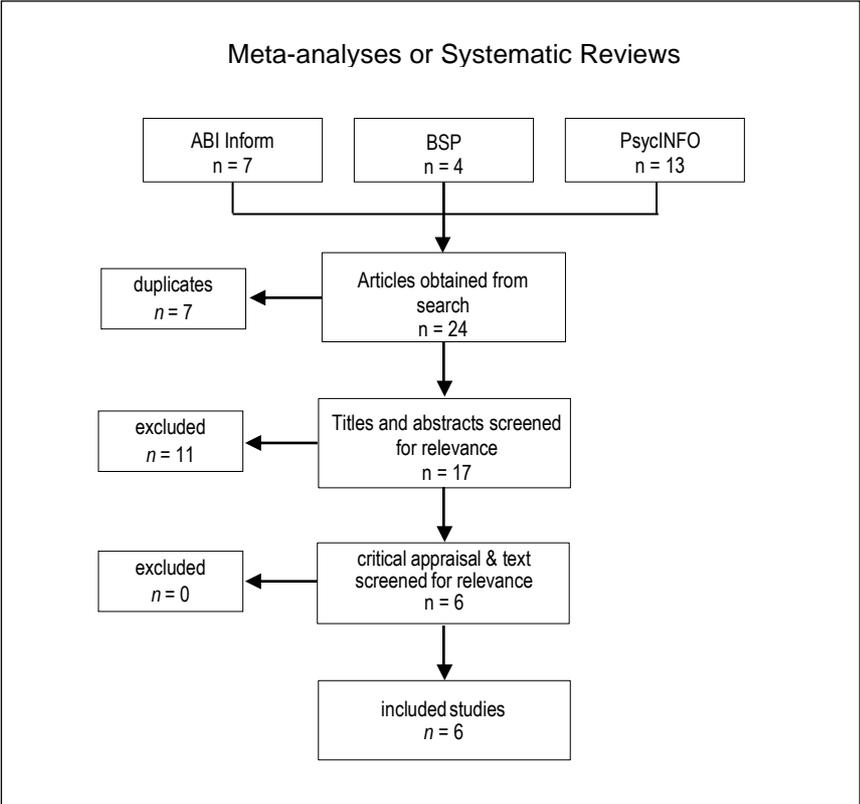
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## Appendix 1: Search terms and results

ABI/Inform Global, Business Source Elite, PsycINFO, peer reviewed, scholarly journals, May 2020

Search terms	ABI	BSP	PSY
S1: ti('organi?ational identification') OR ab('organi?ational identification')	723	712	682
S2: S1 AND filter meta-analyses or systematic reviews	7	4	13
S3: ab(antecedent*) OR ab(predict*) OR ab(drive*) OR ab(determin*) OR ab(factor*) OR ab(moderat*) OR ab(mediat*)	577,933	753,849	–
S4: ab(longitudinal) OR ab(panel) OR ab(prospective) OR ab(pretest) OR ab(cohort) OR ab('time series')	93,614	101,896	filter
S5: S1 AND S3 AND S4 NOT S2 time limit > past 20 years	24	25	27

# Appendix 2: Study selection



## Appendix 3: Organisational identification

### Included studies

First author & year	Design & sample size	Sector /population	Main findings	Effect sizes	Limitations	Level
1 Al Atwi 2014	Time-lagged study N = 272	Full-time, technical and clerical employees from a public firm of cement production located in the south of Iraq.	1 Perceived external prestige was positively related to organisational identification (H1). 2a Perceived top management respect was positively related to organisational identification (H2a). 2b Perceived co-workers respect (PCR) and perceived supervisor respect (PSR) were positively related to work-group identification (H2b). 3a Organisational identification was negatively related to organisational deviance (H3a). 3b Workgroup identification was negatively related to interpersonal deviance (H3b). 4a Organisational identification mediated the relationship between perceived external prestige and perceived top management respect, and organisational deviance (H4a). 4b Workgroup identification mediated the relationship between perceived co-workers respect and perceived supervisor respect, and interpersonal deviance (H4b).	1: $\beta = 0.23$ 2a: $\beta = 0.38$ 2b: $\beta = 0.20$ (PCR) $\beta = 0.41$ (PSR) 3a: $\beta = -0.48$ 3b: $\beta = -0.22$ 4a & 4b: not reported	No serious limitations	D
2 Amiot 2006	Cross-sectional study N = 220	Fleet staff (pilots and flight engineers) in a merged company.	1a Problem-focused coping* was related to higher identification with the merged organisation. 1b Avoidance coping* was related to lower identification with the merged organisation. *Problem-focused strategies are directed toward the management of the problem, whereas avoidance coping strategies involve a failure to face the problem, dealing instead with the associated level of emotional distress.	1a: $r = .28$ ; CI [0.15; 0.40] 1b: $r = -.04$	No serious limitations	D
3 Avanzi 2012	Study 1: Cross-sectional study N = 195 Study 2: Longitudinal design N = 140	Study 1: Court employees in Emilia Romagna, Italy Study 2: Italian teachers from five schools in Trento, Italy.	1 The relationship between organisational identification and workaholism was found to be curvilinear (H1), which means that workaholism decreased with growing organisational identification, but when organisational identification became too strong, workaholism increased. 2 The relation between organisational identification and wellbeing was found to be mediated by workaholism (H2).	1: $\eta^2 = .03$ (Study 2) 2: $\eta^2 = .19$ (Study 2)	No serious limitation	D C

4 Bartels 2009	Time-lagged study N = 99	Employees in a Dutch university where four divisions merged into two new divisions.	<p>1 Employees' post-merger university identification was positively related to both (1a) their pre-merger university identification and (1b) their current division identification (H1).</p> <p>2 Employees' post-merger university identification was more strongly affected by (2a) their pre-merger university identification than by (2b) their pre-merger division identification (H2).</p> <p>3 Employees' post-merger division identification was positively related to both (3a) their pre-merger division identification and (3b) their current university identification (H3).</p> <p>4 Employees' post-merger division identification was more strongly affected by (4a) their pre-merger division identification than by (4b) their pre-merger university identification (H4).</p> <p>5 Employees' post-merger university identification was more strongly related to perceived external prestige (PEP) than to communication climate (H5).</p> <p>6 Employees' post-merger division identification was more strongly related to communication climate than to PEP (H6).</p> <p>7 Employees' post-merger university identification was only related to PEP at the university level, not at the division level (H7).</p> <p>8 Employees' post-merger division identification was only related to communication climate at the division level, not at the university level (H8).</p> <p>These results suggest that in order to obtain a strong identification with new/merged organisation, managers should pay extra attention to current departments with weaker social bonds as these are expected to identify the least with the new organisation. Communication about the merger only contributed to the organisational identification of directly involved employees. Communication climate only affected the identification of indirectly involved employees.</p>	<p>1a: <math>\beta = .38</math> 1b: <math>\beta = .24</math> 2a: <math>r = .58</math>; CI [0.43; 0.70] 2b: <math>r = .32</math>; CI [0.13; 0.49] 3a: <math>\beta = 0.41</math> 3b: <math>\beta = 0.22</math> 4a: <math>r = .48</math>; CI [0.31; 0.62] 4b: <math>r = .42</math>; CI [0.24; 0.57] 5: <math>\beta = 0.30</math> (PEP; ns for communication climate) 6: <math>\beta = 0.30</math> (communication climate; ns for PEP) 7: <math>r = .51</math>; CI [0.35; 0.64] (T1) <math>r = .50</math>; CI [0.34; 0.63] (T2) (ns for division level) 8: Unclear</p>	no serious limitations	D
5 Bilinska 2016	Cross-sectional study N = 397	Nurses (70% trained and 30% untrained – no apprentices) in 45 German geriatric care units.	<p>Organisational identification mediated the relationships between organisational age climate (OAC)* and turnover intention and OAC and satisfaction (H2c?).</p> <p>* OAC – the employee's shared perception of age stereotypes within an organisation.</p>	Not reported	The 'procedure' section is missing. The authors use Baron & Kenny method to test the mediation model.	D

<p>6 Bommaraju 2018</p>	<p>Study 1: Longitudinal study N = 367 Study 2: RCT N = 235</p>	<p>Study 1: Salespeople in a merged company (merger between a national retailer and a regional retailer in the United States) Study 2: Participants from the online labour system Amazon Mechanical Turk, each representing a different firm and a wide range of industries and selling situations (B2B, B2C).</p>	<p>1 When their employing organisation merged with an organisation with a poorer image, salespeople's organisational identification (OI) weakened (1a/H1a), which led to lower sales performance – quota achieved and revenue (1b/H1b). 2 When their employing organisation merged with an organisation with a poorer image, salespeople working for a manager who put a stronger emphasis on the organisation's culture experienced more dilution in OI (2a/H2a). Such relationship was not found for a manager who put a stronger emphasis on distinctiveness (2b/H2b not supported). Salespeople working for a manager who put a stronger emphasis on its strategic intent experienced less dilution in OI (2c/H2c). 3 When their employing organisation merges with an organisation with a poorer image, longer-tenured salespeople experienced more dilution in OI (H3). 4 When their employing organisation merges with an organisation with a poorer image, salespeople who are socially included experienced less dilution in OI (H4). 5 When their employing organisation merges with an organisation with a better image, salespeople's OI strengthened (H5).</p>	<p>1a: Study 1: <math>\beta = 0.75</math> Study 2: unclear 1b: unclear 2 (Study 1): 2a: <math>\beta = -0.13</math> 2b: <math>\beta = 0.10</math>, n.s. 2c: <math>\beta = 0.22</math> 3: Study 1: <math>\beta = -0.001</math> Study 2: <math>\beta = -0.005</math> 4: Study 1: <math>\beta = 0.23</math> Study 2: <math>\beta = 0.35</math> 5: unclear</p>	<p>No serious limitation</p>	<p>1a, 3, 4, 5: A 1b, 2a, 2b, 2c: D</p>
<p>7 Cable 2002</p>	<p>Study 1: Cross-sectional study N = 215 Study 2: Longitudinal study N = 225</p>	<p>Study 1: Employees of a small telecommunication company. Study 2: A randomly selected sample of the individuals who had received their MBAs over the last 10 years at a business school in the Southeast.</p>	<p>1 Controlling for needs–supplies fit perceptions and demands–abilities fit perceptions, employees' person–organisation fit perceptions were related to organisational identification (1a/H2a), perceived organisational support (1b/H2b), citizenship behaviours (1c/H2c), and turnover decisions (1d/H2d). 2 Controlling for needs–supplies fit perceptions and demands–abilities fit perceptions, employees' person–organisation fit perceptions were related to job satisfaction.</p>	<p>1a: <math>\beta = 0.42</math> 1b: <math>\beta = 0.44</math> 1c: <math>\beta = 0.20</math> 1d: <math>\beta = 0.48</math> 2: <math>\beta = 0.28</math></p>	<p>No serious limitation</p>	<p>C</p>

8 DeRoeck 2016	Longitudinal study N = 126	Workers of the headquarters of a large European utility company active in the energy sector.	1 Perceived corporate social responsibility (CSR) tended to positively influence organisational identification through the sequential mediation of perceived external prestige and organisational pride (H1). 1a CSR was positively related to organisational identification. 2 Perceived overall justice moderated the indirect effect of perceived CSR on organisational identification, such that the impact of perceived CSR on organisational identification through perceived external prestige and organisational pride is stronger when employees hold high levels of perceived overall justice (H2).	1: Not reported 1a: $r = .34$ ; CI [0.18; 0.49] 2: Not reported	No serious limitation	C
9 DeSousa 2014	Longitudinal study N = 1,107	Employees of two organisations being merged into one single entity after an acquisition process.	1 Organisational identification was found to play a mediating role in the relationship between servant leadership and work engagement* during an organisational merger (H3). 2 Post-merger organisational identification was related to the three dimensions of work engagement*: vigour (F2a), dedication (F2b) and absorption (F2c). * Work engagement measured with Utrecht Work Engagement Scale (Schaufeli et al 2002).	1: Not reported 2a: $r = .56$ ; CI [0.52; 0.60] 2b: $r = .60$ ; CI [0.56; 0.64] 2c: $r = .52$ ; CI [0.46; 0.55]	No serious limitation	D
10 Drzensky 2012	Longitudinal study (H1, H4, H5: cross-sectional design) N = 166	Employees from central administration and academic departments in a German organisation.	1 Organisational identification (OI) is positively related to readiness for change (H1). 2 The relationship between OI and the perceived benefits of the change process was found to be completely mediated by the readiness for change (H3). 3 The relationship between OI and readiness for change was moderated by the perceived culture of change. The relationship was stronger if the perceived culture of change is high (H4). 4 The relationship between OI and readiness for change was moderated by coping with change. This relationship was stronger when the level of coping with change is high (H5).	1: $r = .49$ ; CI [0.36; 0.60] 2: unclear 3: unclear 4: unclear	The authors use Baron & Kenny method to test the mediation model.	D
11 Edwards 2017	Study 1: Longitudinal study N = 938 Study 2: Longitudinal study N = 346	Study 1: Merger context. Employees of three merged Finnish universities. Study 2: Acquisition context. Employees from the acquired and acquiring organisations in UK, Netherlands and Sweden.	1 The greater the increase in perceptions of threat (across T1, T2, T3), the greater the decline (across T1, T2, T3) in post-merger organisational identification (OID) (H1). 2 The greater the increase in perceptions of procedural justice (across T1, T2, T3), the greater the increase (across T1, T2, T3) in post-merger organisational identification (H2). 3 There was a significant general growth in identification with the merged organisation across T1, T2 and T3 (H3). 4 When comparing employees from the two smaller universities with employees from the larger entity, there was a significant difference in change in identification with the post-merger organisation across T1, T2 and T3; specifically, the increase in post-merger identification was steeper across the earlier time period with employees from the larger entity (H4). 5 Identification with the post-acquisition firm initially (at T1) was higher with employees at the acquiring organisation than with employees from the acquired entity (H5).	1: $\beta = -0.67$ 2: $\beta = 0.76$ 3: not reported 4: not reported 5: $\beta = 0.40$ 6: not reported 7a: $ r  = .24$ to $.42$ CI [0.14; 0.34] to [0.33; 0.50] 7b: $ r  = .16$ to $.46$ CI [0.02; 0.30] to [0.34; 0.57]	The information about sample size in each wave could be clearer	1, 2, 3, 4, 6: C 5, 7, 8: D

			<p>6 There was a significantly more positive linear growth in identification with the post-acquisition firm across T1, T2 and T3 with employees from the acquired organisation than with employees at the acquiring entity.</p> <p>7 Moderate and positive relationships of OID and perception of organisational justice were found (across T1, T2, T3) in both contexts: merger (F7a) and acquisition (F7b).</p>			
12 Eisenbeiss 2008	Time-lagged study N = 58	Flight attendant trainees employed by a major German airline company.	<p>1 Expectations about job circumstances (for example, job safety, possibilities for personal development after the training) were associated with organisational identification (OID) at T1 (H2) and at T2.</p> <p>2a Professional motivation was strongly related to OID at both measurement occasions.</p> <p>3b Professional motivation at T1 had an impact on OID at T2 (H6).</p>	<p>1: <math>r = .34</math>; CI [0.09; 0.55] (T1)</p> <p><math>r = .51</math>; CI [0.29; 0.68] (T2)</p> <p>2a: <math>r = .50</math>; CI [0.28; 0.67] (T1)</p> <p><math>r = .61</math>; CI [0.42; 0.75]* (T2)</p> <p>3b: <math>\beta = 0.25</math></p>	Small sample size	D
13 El Akremi 2018	Time-lagged study N = 206	The employees working in the headquarters of a large European utility company.	<p>1 Organisational identification (OID) was positively related to corporate social responsibility (CSR).*</p> <p>2 OID was positively related to employees' perceptions of the following dimensions of corporate stakeholder responsibility (CStR): natural environment-oriented CSR (F2a), local community-oriented CSR (F2b), and customer-oriented CSR (F2c). Such relationship was not found for employee-related CSR, supplier-related CSR and shareholder-oriented CSR.</p> <p>3 Organisational identification (OID) was positively related to organisational pride.</p> <p>4 Organisational identification (OID) was positively related to organisational justice.</p> <p>*CSR – context-specific organisational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance.</p>	<p>1: <math>r = .16</math>; CI [0.02; 0.29]</p> <p>2a: <math>r = .26</math>; CI [0.13; 0.38]</p> <p>2b: <math>r = .24</math>; CI [0.11; 0.36]</p> <p>2c: <math>r = .37</math>; CI [0.25; 0.48]</p> <p>3: <math>r = .74</math>; CI [0.67; 0.80]</p> <p>4: <math>r = .33</math>; CI [0.20; 0.45]</p>	No serious limitation	D
14 Gallagher 2018	Cross-sectional design N = 119	HR managers in medium and large enterprises (that is, employing 250 employees or more).	<p>1 Organisational identification was positively related to people (1a), profit (1b) and planet (1c)* (H5).</p> <p>*Triple bottom line of sustainability. The 'people' dimension refers to both community citizens as well as employees of the organisation.</p>	<p>1a: <math>r = .40</math>; CI [0.24; 0.54]</p> <p>1b: <math>r = .30</math>; CI [0.13; 0.46]</p> <p>1c: <math>r = .33</math>; CI [0.16; 0.48]</p>	No serious limitation	D

15 Ghosh 2018	Time-lagged study N = 536	Employees of 6 fully owned subsidiaries of an Indian multinational conglomerate.	<p>1 Organisational identification (both at T1 and T2) was positively related to firm-specific uncertainty (1a), perceived internal image of CSR (1b), perceived first-party justice (1c), and affect-based organisational trust (1d).</p> <p>2 Perceived internal image of corporate social responsibility (CSR) was found to have a positive influence on the organisational identification of individual employees mediated through affect-based organisational trust (H1).</p> <p>3 The impact of perceived internal image of CSR on organisational identification through affect-based organisational trust was stronger when employees experienced a high level of perceived first-party justice and is weaker when they experience a low level of perceived first-party justice in their organisation (H3).</p>	<p>1a: <math>r = .33</math>; CI [0.25; 0.40]* (T1)</p> <p><math>r = .35</math>; CI [0.27; 0.42]* (T2)</p> <p>1b: <math>r = .51</math>; CI [0.44; 0.57]* (T1)</p> <p><math>r = .47</math>; CI [0.40; 0.53]* (T2)</p> <p>1c: <math>r = .38</math>; CI [0.31; 0.45]* (T1)</p> <p><math>r = .55</math>; CI [0.49; 0.61]* (T2)</p> <p>1d: <math>r = .51</math>; CI [0.44; 0.57]* (T1)</p> <p><math>r = .58</math>; CI [0.52; 0.63]* (T2)</p> <p>2: not reported (only unstandardised coefficients provided)</p> <p>3: not reported (only unstandardised coefficients provided)</p>	No serious limitation	D
16 Gleibs 2008	Longitudinal design N = 157	Students of a newly merged university in Germany.	<p>1 Post-merger identification increases significantly but slowly over time, for members of both the dominant and the subordinate organisations.</p> <p>2 The predictive effect of pre-merger identification on post-merger identification for members of the dominant organisation dissipates over time.</p> <p>3 The effect of in-group typicality varied as a function of organisational membership and was stable over time.</p> <p>4 Perceived fairness in the merger process positively influenced post-merger identification across members of both organisations; over time the effect of fairness amplified.</p>	<p>1: <math>\eta^2 = .03</math></p> <p>2: unclear</p> <p>3: unclear</p> <p>4: unclear</p>	Academic context (student sample) The way of reporting the results somewhat unclear	C
17 Goswami 2018	Time-lagged study N = 207 supervisor – subordinate dyads	Supervisor and their subordinates, work context.	<p>1 Corporate social responsibility (CSR) was found to be positively related to organisational identification (OID) (H1a).</p> <p>2 OID mediated the relationship between CSR and organisational citizenship behaviours (OCBs; H2).</p> <p>3a Supervisor transformational leadership style moderated the relationship between OID and OCBs such that indirect effect is stronger under high supervisor transformational leadership (H3a).</p> <p>3b Supervisor transformational leadership style moderated the indirect effect of OID on the relationship between CSR and OCBs, such that the indirect effect of CSR on OCBs was more strongly positive when supervisor transformational leadership style was higher rather</p>	<p>1: <math>r = .62</math>; CI [0.53; 0.70]</p> <p>2: <math>\beta = 0.26</math></p> <p>3a: <math>\beta = 0.17</math></p> <p>3b: unclear</p>	No serious limitation	D

			than lower (H3). The indirect effect of the OID on the relationship between CSR and OCBS became non-significant under low transformational leadership.			
18 Guglielmi 2018	Time-lagged study N = 195	Spanish employees from different occupational sectors.	1 The effect of perceived effort–reward imbalance (ERI) on organisational justice was stronger for employees with low organisational identification. Moderate positive association was found between organisational identification and organisational justice (1a); moderate negative relationship was found between organisational identification and ERI (1b).	1a: $r = .17$ ; CI [0.03; 0.30]* 1b: $r = -.15$ ; CI [-0.28; -0.01]*	No serious limitation	D
19 Horstmeier 2017	Meta-analysis of cross-sectional and longitudinal studies k = 73 N = 20,543	mixed	1 Transformational leadership TFL (and each TFL sub-dimension*) was positively related to collective identification with (1a) the organisation and (1b) the team (H1). 2 TFL (and each TFL sub-dimension*) was positively related to relational identification with the leader (H2). 3 TFL (and each TFL sub-dimension*) was more strongly related to leader identification than to (3a) organisational identification and (3b) team identification (H3). 4 Leader identification mediated the relationships between TFL (and each TFL sub-dimension*) and identification with (a) the organisation and (b) the team (H4). *TFL sub-dimensions: idealised influence, inspirational motivation, intellectual stimulation, individualised consideration.	1a: $ r  = .28$ to .37 CI [0.23; 0.33] to [0.32; 0.42] 1b: $ r  = .18$ to .34 CI [0.07; 0.30] to [0.24; 0.44] 2: $ r  = .46$ to .60 CI [0.40; 0.52] to [0.53; 0.68] 3: Not reported 4: Not reported	No serious limitation	B
20 Jetten 2002	Longitudinal study N1 = 66 (only T1) N2 = 46 (T1 & T2)	Employees of the business section of a large Australian government organisation, which went through restructure.	1 The more that employees identified with the subgroup (work-team identification), the more negative feelings they reported about the upcoming change (1a). In contrast, the higher the identification with the superordinate group (organisational identification), the less negative employees felt (1b). 2 Compared with the pre-restructure, post-restructure levels of work-team identification (F2a) and organisational identification were significantly lower (F2b). 3a The more that respondents identified with their pre-restructure work team, the lower their post-restructure job satisfaction. 3b Pre-restructure organisational identification was positively related to post-restructure job satisfaction. Such effect was not confirmed by regression analysis (not significant effect). F4 Pre-restructure work-team identification and organisational identification had opposing effects on post-restructure organisational identification. High initial organisational identification protected long-term organisational commitment (F4a), whereas the more that respondents identified with their pre-restructure work team, the lower their post-restructure organisational identification. F5 Pre-restructure work-team identification was positively related to pre-restructure team performance (F5a). Such relationship was not found for organisational identification. F6 Both pre-restructure work-team identification (F6a) and organisational identification (F6b) were positively related to pre-restructure job satisfaction.	1a: $\beta = 0.21$ 1b: $\beta = -0.25$ 2a: $d = 0.91$ ; CI [0.51; 1.30]* 2b: $d = 0.95$ ; CI [0.56; 1.35]* 3a: $\beta = -0.33$ 3b: $r = .57$ ; CI [0.34; 0.74]** F4a: $\beta = 0.84$ F4b: $\beta = -0.21$ F5a: $r = .36$ ; CI [0.08; 0.59]** F6a: $r = .37$ ; CI [0.09; 0.60]** F6b: $r = .67$ ; CI [0.47; 0.80]**	Small sample sizes	2: C 1, 3a, 3b, 4, 5, 6: D

21 Lee 2015	Meta-analysis of cross-sectional studies k = 41 (in-role performance), 53 (extra-role performance) N = 13,870 (in-role), 14,459 (extra-role)	Diverse	Behavioural outcomes: in-role performance (for example productivity, job performance, customer-oriented service behaviour, and work effort) and extra-role performance (for example OCB, helping, voice, safety performance). 1 Organisational identification is positively related to behavioural outcomes. 2 Organisational identification is positively related to in-role performance, both overall and measured in different ways (self, others, data). 3 Organisational identification is positively related to extra-role performance, both overall and measured by self and others. 4 Organisational identification is positively related to both OCB–individual target and OCB–organisational target. 5 National culture individualism moderates the relationship between organisational identification and outcomes (behavioural and attitudinal): organisational identification–outcome relations were stronger in collectivistic cultures than in individualistic cultures.	1. $\rho = .35$ , CI = [.32;.39] 2. overall $\rho = .27$ , CI = [.20,.34]; self-rated: $\rho = .33$ , CI = [.23,.38]; other-rated: $\rho = .23$ , CI = [.14,.31]; data-based: $\rho = .19$ , CI = .03,.34] 3. overall $\rho = .42$ , CI = [.36,.48]; self-rated: $\rho = .48$ , CI = [.43,.42]; other-rated: $\rho = .29$ , CI = [.18,.39] 4. OCB–I: $\rho = .27$ , CI = [.09,.45]; OCB–O: $\rho = .42$ , CI = [.32,.51] B = -.20 5. not reported	For more specific outcomes, the CI are wide No appraisal of the methodological quality of included studies	C
22 Löhndorf 2014	Longitudinal study n = 124 & 88 (long)	Employees of a regional unit of a major German retail bank	1 Employee organisational identification has a positive effect on employee brand-congruent behaviour (H1a) 2 Employee–brand fit has a positive influence on employee organisational identification (H2a) 3 Employee belief in the brand has a positive influence on employee organisational identification (H2c) Organisational identification is a strong motivational force for employees to become brand champions, largely mediating the effects of internal branding outcomes. When organisational identification is low, perceived organisational support (as a quality indicator of employees' exchange-based relationship with the organisation) constitutes an alternative, external motivator of on-the-job brand building behaviours; when organisational identification is high, perceived organisational support boosts employees' voluntary participation in brand development and positive word-of-mouth. Brand champions: employees that help build and strengthen the brand image of their organisation	1. $\beta = .63$ 2. $\beta = .31$ 3. $\beta = .22$	no serious limitations	C
23. Michel, 2010	Longitudinal study N = 110	Academic staff at a German university.	1 Procedural justice is positively related to organisational identification (H1). 2 Organisational identification is positively related to affective commitment to change. 3 Organisational identification is positively related to change-supportive behaviour. 4 Results indicated that organisational identification mediated the positive effects of procedural justice on affective commitment to change (H2). Note: The mediating effect could only be supported using cross-sectional data!	ZO correlations 1. $r = .26$ 2. $r = .29$ 3. $r = .20$ 4. see note	No serious limitations	C

24 Ng 2015	Meta-analysis of cross-sectional studies k = 24 (task performance), 16 (OCB) N = 8,575 (task performance), 5,513 (OCB)	Unclear,	<ol style="list-style-type: none"> <li>1 Organisational identification positively predicts task performance (H4c).</li> <li>2 Organisational identification positively predicts OCB (H5c).</li> <li>3 Organisational identification positively associated with job satisfaction.</li> <li>4 Organisational identification negatively associated with turnover intentions.</li> <li>5 Organisational identification is positively associated with organisational commitment.</li> <li>6 Perceived organisational support is positively associated with organisational identification.</li> <li>7 Perceived organisational trust is positively associated with organisational identification.</li> </ol>	<ol style="list-style-type: none"> <li>1. <math>\rho = .38</math></li> <li>2. <math>\rho = .47</math></li> <li>3. <math>\rho = .54</math></li> <li>4. <math>\rho = -.48</math></li> <li>5. <math>\rho = .56</math></li> <li>6. <math>\rho = .41</math></li> </ol>	No details about the literature search No list of included studies and their characteristics	D
25a Paelari 2019, Study 1	Cross-sectional survey N = 475	Employees in 2 large Italian companies.	<ol style="list-style-type: none"> <li>1 Organisational identification is not related to counterproductive behaviours (no H).</li> <li>2 Organisational identification is positively related to OCB (no H).</li> <li>3 Quality of intergroup contact is positively related to organisational identification.</li> </ol>	<ol style="list-style-type: none"> <li>1. <math>r = -.04</math> (ns)</li> <li>2. <math>r = .16</math></li> <li>3. <math>r = .19</math></li> </ol>	No serious limitations	D
25b Paelari 2019, Study 2	Time-lag study (3 months) N = 172	Employees in a large Italian company.	1 Organisational identification does not predict counterproductive behaviours.	$r = -.05$	No serious limitations	C
26 Restubog 2008	Cross-sectional survey N = 137 N = 240	Employees from various business sectors in the Philippines.	<ol style="list-style-type: none"> <li>1 Organisational identification is positively related to supervisor-rated OCB.</li> <li>2 The relationship between organisational trust and OCB is mediated by organisational identification (H2).</li> <li>3 The relationship between psychological contract breach and OCB is mediated by organisational identification (H3).</li> </ol>	1. $r = .22$ & $r = .44$	No serious limitations	D
27 Riketta 2005–2	Meta-analysis of cross-sectional studies k = 96, N = 20,905	Diverse.	<ol style="list-style-type: none"> <li>1 Organisational identification is positively related to in-role performance.</li> <li>2 Organisational identification is positively related to extra-role performance.</li> <li>3 Organisational identification is NOT related to organisational tenure.</li> <li>4 Organisational identification is related to job level.</li> <li>5 Organisational identification is NOT related to educational level.</li> <li>6 Organisational identification is related to job satisfaction.</li> <li>7 Organisational identification is related to job involvement.</li> <li>8 Organisational identification is related to organisational prestige.</li> <li>9 Organisational identification is related to intention to leave.</li> </ol>	<ol style="list-style-type: none"> <li>1. <math>r = .17</math>, CI = [-.01, .35]</li> <li>2. <math>r = .35</math>, CI = [.07, .63]</li> <li>3. <math>r = .13</math> ns</li> <li>4. <math>r = .24</math>, CI [.11, .42]</li> <li>5. <math>r = -.06</math> ns</li> <li>6. <math>r = .59</math> CI = [.33, .86]</li> <li>7. <math>r = .61</math> CI = [.46, .75]</li> <li>8. <math>r = .56</math> CI = [.37, .75]</li> <li>9. <math>r = -.48</math> CI = [-.79, -.17]</li> </ol>	Wide CIs, results varied from study to study No details of the studies included and their characteristics	D

28 Smith 2013	Longitudinal study (12 months) N = 139	New staff who joined a large public sector organisation.	1 Organisational identification is negatively related with (future) turnover intentions.	Correlation T1 > T2 (ZO correlation) r = -.66	No serious limitations	C
29 Specht 2018	Cross-sectional survey N = 51	University teachers.	1 Organisational identification is not related to perceived task performance.	r = -.00	Focus of study is not on organisational identification	D
30 Steffens 2017	Meta-analysis of cross-, long-, and exp studies k = 58 N = 19,799	mixed	1 Results show a positive association between organisational identification and health. 2 The relationship is stronger (a) for indicators of the presence of wellbeing than for (b) absence of stress (r = .18), for (c) psychological than (d) physical health (r = .16).	1: r = .21 2a: r = .27 2b: r = .18 2c: r = .23 2d: r = .16	No serious limitations	A
31a Van Dick 2006, Study 1	Meta-analysis of cross-sectional studies k = 10, N = 3,502	Employees in Germany, China and Nepal.	1 Organisational identification is positively related to OCB (H1).	d = .85, CI = [.80;.90]; r = .36	Not a true meta-analysis, meaning that there's no literature search involved. Just the data analysis is meta-analysis.	C
31b Van Dick 2006, Study 2	Longitudinal (cross-lagged, 6 months) N = 92	Teachers in training in Germany.	1 Organisational identification positively predicts OCB.	r = .65		C
31c Van Dick 2006, Study 3	Cross-sectional survey N = 138	Employees at a college in the UK.	1 Organisational identification is positively related to OCB.	1. r = .41		D
31d Van Dick 2006, Study 4	Time-lag study (10 months) N = 60 & 97	Sales managers of travel agencies in Germany.	1 Organisational identification is positively related to OCB. 2 Organisational identification is not related to customers' perceptions. 3 Organisational identification is not related to annual sales per employee.	1. r = .39 2. r = -.02 3. r = .08		C

32 Zhu 2017	Longitudinal study (5 waves, 3 years) N = 1,346	Indian IT services organisation that recruits final-year students from undergraduate or postgraduate programmes in universities.	<p>1 Perceived organisational prestige, (b) psychological contract fulfilment and (c) organisational identification follow curvilinear trends over time such that they initially rise during institutionalised socialisation, then fall immediately after this period and finally stabilise and recover to some extent as employees settle into their first assignment (H3).</p> <p>2 Newcomer qualifications moderate the trends of (a) perceived organisational prestige, (b) psychological contract fulfilment and (c) organisational identification over time such that newcomers with higher qualifications report lower levels of all three variables at organisation entry (intercept) and experience fewer fluctuations over time (lower increase during the initial socialisation, lower subsequent decrease and lower recovery at first assignment than newcomers with lower qualifications (H4).</p> <p>3 Organisational identification over time mediates the relationship between perceived organisational prestige and psychological contract fulfilment over time and newcomers' voluntary turnover (H7b).</p>	n/a	Unclear how many respondents completed all 5 measurements Generalisability may be very limited!	C
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## Excluded studies

Author & year	Reason for exclusion
1 Knoll 2013	Cross-sectional study that examines whether organisational identification moderates the relation between employees' authenticity (the feeling of being close to one's true self or expressing this true self) and remaining silent because they are afraid of negative consequences.
2 Koor 2016	Cross-sectional study that examines 'followers' judgments of the culpability of their leaders and the organisation's external stakeholders in causing a crisis affects their trust toward their leaders, their emotional exhaustion, and their levels of organisational identification'.
3 Lupina 2014	Outcome is 'sense of projected continuity in the future' (context: merger).
4 Ng 2014	Examines the effect of community embeddedness (the forces outside the workplace that keep individuals rooted where they live) on organisational embeddedness.
5 Riketta 2005–1	Findings are presented only on attachment, then the authors explore the relationships when attachment is conceptualised as identification. However, they don't report the findings and only state that: 'In general, the patterns of correlations reported above tended to replicate for both identification and commitment. Thus, there was no consistent evidence that conceptualization of attachment (identification versus commitment) moderated the postulated relations.'
6 Smith 2017	Too granular/academic: examines the impact of pre-entry beliefs about institutional logics on newcomer socialisation (for which organisational identification is used as a measure).

## Appendix 4: Measures of organisational identification

### The Organisational Identification Questionnaire (OIQ; Mael and Tetrick 1992)

Five-item response scale: 1 = strongly agree; 5 = strongly disagree.

- 1 When someone criticises (this organisation), it feels like a personal insult.
- 2 I am very interested in what others think about (this organisation).
- 3 When I talk about this organisation, I usually say 'we' rather than 'they'.
- 4 This organisation's successes are my successes.
- 5 When someone praises this organisation, it feels like a personal compliment.
- 6 I act like a (name of organisation) person to a great extent.
- 7 If a story in the media criticized the organisation, I would feel embarrassed.
- 8 I don't act like a typical (name of organisation) person. (R)
- 9 I have a number of qualities typical of (name of organisation) people.
- 10 The limitation associated with (name of organisation) people apply to me also.

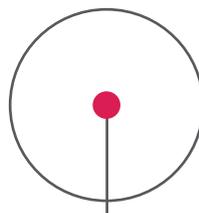
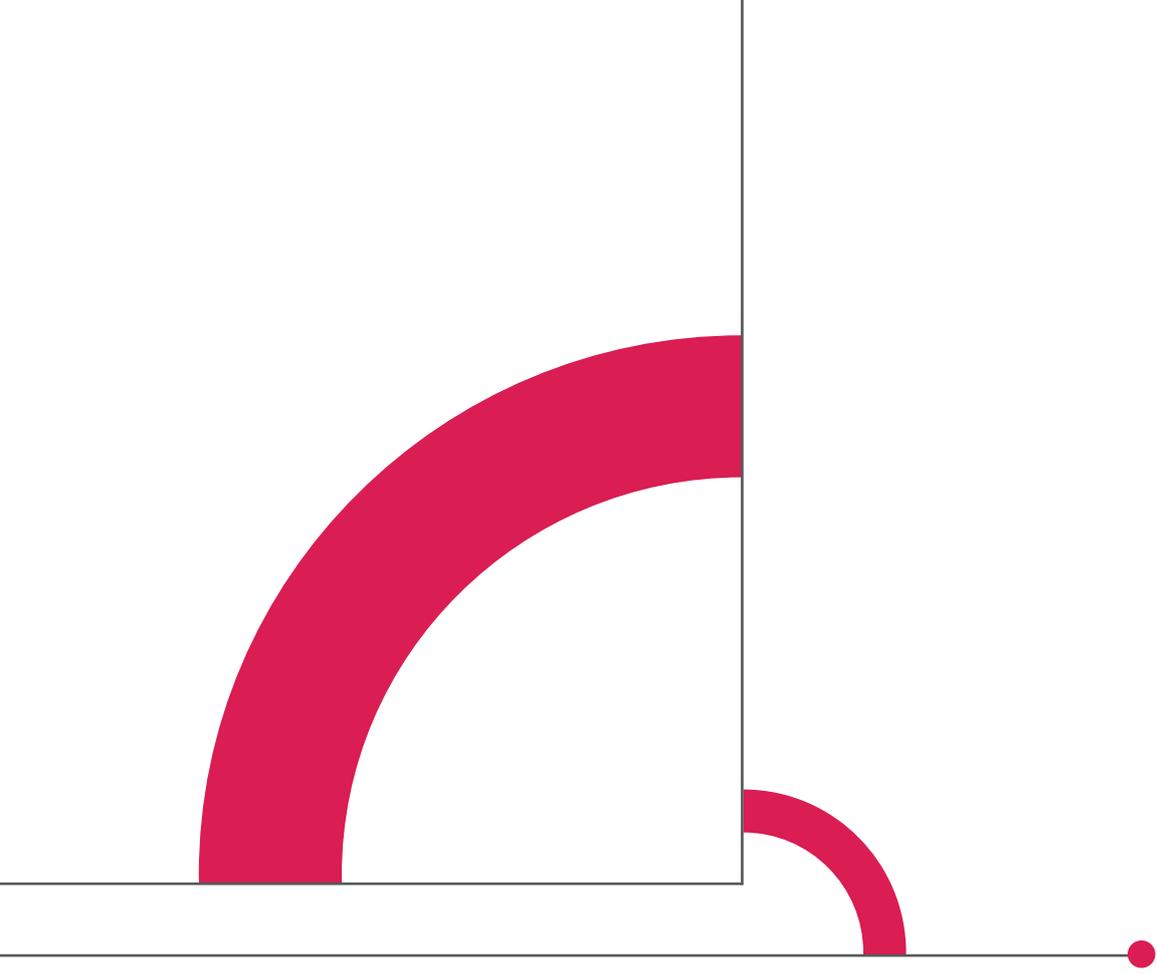
'(My organisation)' can be replaced with the organisation's name.

'R' denotes a negatively phrased and reverse scored item.

### Van Dick et al organisational identification scale (Van Dick et al 2004)

Six-item response scale: 1 = not at all; 6 = totally.

- 1 I identify as a member of (my organisation).
- 2 Being a member of (my organisation) reflects my personality well.
- 3 I like to work for (my organisation).
- 4 I think reluctantly of (my organisation). (R)
- 5 Sometimes I rather don't say that I'm a member of (my organisation).
- 6 (My organisation) is positively judged by others.
- 7 I work for (my organisation) above what is necessary.



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