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The Relationship between Organizational Culture, Self-Concept Clarity and Indigenous Groups with Organizational Identity Using Structural Equation Modeling Technique

Mahmoud Alipour^{1*} , Mohammad Naghi Ferahani² , Ayat Sadat Talab³ 

1. Corresponding Author, Department of Psychology, Faculty of Psychology and Educational Sciences, Kharazmi University, Tehran, Iran. Email: alipour_m@nicico.com
2. Department of Psychology, Faculty of Psychology and Educational Sciences, Kharazmi University, Tehran, Iran. Email: fara@khu.ac.ir
3. Department of Educational Studies, Institute of Educational, Psychological and Social Research, Kharazmi University, Tehran, Iran. Email: a.saadattalab@khu.ac.ir

Extended Abstract

Aim

In today's dynamic business environment, both perceived organizational support and organizational identification are critical constructs. Numerous studies have demonstrated a strong correlation between these two factors and employee job performance (Luo, 2020). Cornelissen (2017) argues that employees rarely identify with their organization unless the organization's identity aligns with their personal identity. Therefore, when examining organizational identity, it is important to consider individual identity. Moreover, individual identity is influenced by group and collective identities, suggesting that organizational identity is shaped by individual identity, group identity, and organizational culture. This research investigates the organizational identity of employees at the Sarcheshme Copper Complex in Rafsanjan, focusing on the relationships with organizational culture, self-concept clarity, and indigenous group affiliation.

Methodology

The statistical population for this research comprises all official personnel working at the Sarcheshme Copper Complex in 2019. Given its location, most employees at the complex are from the cities of Rafsanjan, Shahrabak, and Sirjan. Additionally, some indigenous employees are from other cities within Kerman Province, as well as other provinces in the country. Based on this, the employee groups were defined as Rafsanjan, Shahrabak, Sirjan, Kerman, and other provinces. From the total workforce of 5,191, a sample of 420 individuals was selected through a stratified random sampling method.

The instruments used in this study include Cheney's Organizational Identity Questionnaire (Cheney, 1983), Campbell's Self-Concept Clarity Questionnaire (Campbell et al., 1996), and the Cameron-Quinn Organizational Culture Assessment Tool (Cameron & Quinn, 2006). The research data was analyzed using the path analysis method with Amos-22 software.

Findings

In this research, a model-generating approach was employed. In this approach, the theoretical model is tested, and if certain parameters do not meet the fit criteria, they are removed from the model. Removing more factors generally improves the model's fit with the data; however, excessive factor removal can lead to overfitting (Sawatsky et al., 2015). The final model is presented in the figure below.

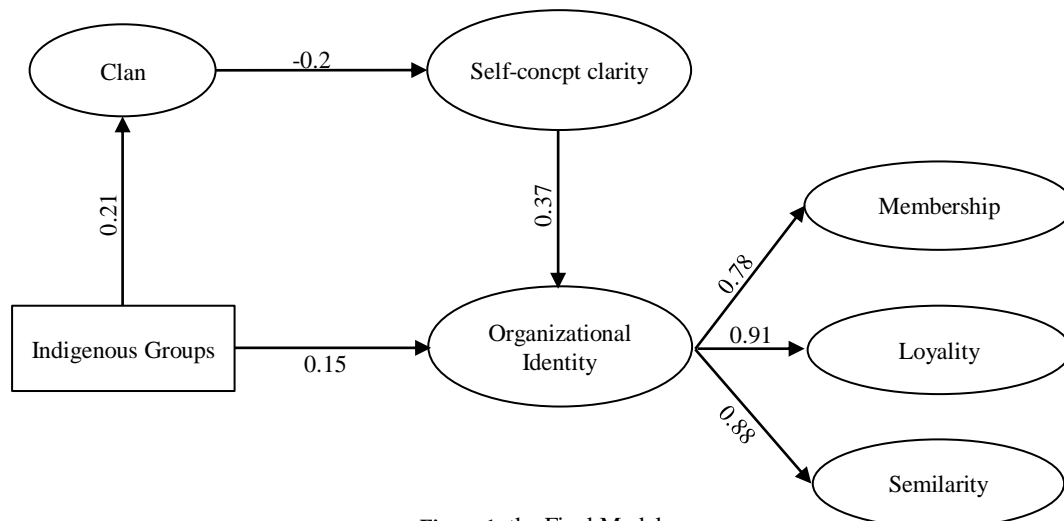


Figure 1: the Final Model

The results indicate that among the four dimensions of organizational culture, only clan culture impacts organizational identity, and it does so indirectly by positively influencing organizational identity through self-concept clarity. Additionally, self-concept clarity has a direct effect on organizational identity. The relationship between self-concept clarity and organizational identity is positive, meaning that as employees' self-concept clarity increases, their organizational identity also strengthens. This suggests that self-concept clarity, as a driver of personal identity and self-esteem, facilitates employees' identification with the organization.

However, no relationship was found between indigenous groups and self-concept clarity. Indigenous groups, on the other hand, directly influenced organizational identity. It appears that the presence of indigenous groups at the Sarcheshme Copper Complex in Rafsanjan enhances employees' identification with the organization, with this effect being directly related to the group's population size (or, more precisely, the group's power). As the population of a group increases, the organizational identity of the personnel belonging to that group also increases. This relationship is likely attributable to group power, with group cohesion being a key source of that power.

In this study, the Kerman group and the group from other provinces exhibited the lowest levels of organizational identity, likely due to their smaller population sizes and weaker cohesion. The lack of group cohesion may have reduced the power of these groups, negatively affecting their identification with the organization. Another factor influencing group dynamics is the potential conflict of interests among different groups. Larger, more cohesive groups seem better able to secure their group's interests, which in turn enhances organizational identity within those groups.

Conclusion

Based on the research findings, self-concept clarity can be considered a valuable management tool for enhancing organizational identity, which in turn boosts organizational productivity. It is recommended that self-concept clarity be used as a criterion in employee selection during recruitment. Additionally, to improve self-concept clarity, suitable training programs should be developed and implemented.

Another factor influencing organizational identity is the presence of indigenous groups. The research shows that members of larger and more cohesive indigenous groups tend to have a stronger organizational identity. Therefore, the existence of indigenous groups appears essential for fostering organizational identity, and human resource recruitment policies should be structured to encourage the formation of large, cohesive indigenous groups. However, the presence of different indigenous groups may also lead to intergroup conflict. Since organizational culture reflects the collective values and goals of groups within the organization, attention must be given to managing intergroup conflict

through a strong organizational culture. In this regard, further study is needed on the relationship between organizational culture, indigenous groups, and organizational identity.

Based on the findings of this research, the following recommendations are made:

1. The demographic composition of the three major groups—Rafsanjan, Shahrababak, and Sirjan—should be maintained or their demographic differences slightly reduced.
2. To align group goals with organizational objectives, the organizational culture should be adjusted to reflect the goals, values, and attitudes of both the organization and its indigenous groups.

During recruitment, self-concept clarity should be considered as a key criterion in human resource policies. Additionally, further research is recommended to explore the relationship between self-concept clarity and organizational performance.

Keywords: Indigenous Groups, Organizational Culture, Self-Concept Clarity, Organizational Identity.

Ethical Considerations

In this research, all ethical standards were strictly adhered to, including obtaining informed consent from participants, ensuring the confidentiality of information, and allowing participants to voluntarily enter or exit the study at any time. Furthermore, ethical principles were carefully followed throughout the research process.

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Conflict of Interest

The authors declare that this article has not been published elsewhere and has not been submitted for publication to another journal simultaneously. In the writing and publication of this article, all publishing ethics have been fully observed. The authors confirm that no commercial interests are being pursued with the publication of this work, and all authors have consented to its publication.

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