



Journal of Management and Research (JMR)

Volume 8 Issue 1, 2021

ISSN_(P): 2218-2705 ISSN_(E): 2519-7924

Journal DOI: <https://doi.org/10.29145/jmr>

Issue DOI: <https://doi.org/10.29145/jmr/81>

Homepage: <https://ojs.umt.edu.pk/index.php/jmr>

Influence of Personality Traits on Organization Identification: A Case Study of Livestock and Dairy Development Department, Punjab

Article:

Author(s): Zulaikha Mahmood, Amani Moazzam

Affiliations: Institute of Administrative Sciences, University of the Punjab, Lahore, Pakistan

Pub. Online: 2021

Article DOI: <https://doi.org/10.29145/jmr/81/080110>

Article History: Received: April-2021
1st Revised: May-2021
2nd Revised: June-2021
Accepted: June-2021

To cite this article:

Mahmood, Z., & Moazzam, A. (2021). Influence of personality traits on organization identification: A case study of livestock and dairy development department, Punjab. *Journal of Management and Research*, 8(1), 250–277.

[Crossref](#)

Copyright Information

This article is open access and is distributed under the terms of Creative Commons Attribution 4.0 International License.

Journal QR



Article QR



Zulaikha Mahmood



Indexing



ULRICHSWEB
GLOBAL SERIALS DIRECTORY

Crossref

WorldCat®



A publication of the
School of Business and Economic
University of Management and Technology, Lahore, Pakistan

Influence of Personality Traits on Organization Identification: A Case Study of Livestock and Dairy Development Department, Punjab

Zulaikha Mahmood and Amani Moazzam*

Institute of Administrative Sciences,
University of the Punjab, Lahore, Pakistan

Abstract

This study investigated the relationship between personality traits and personal identification in an organization. Random sampling technique was used to collect data from 1277 employees. The results showed that there exists a positive relationship between personality traits and organizational identification. It was revealed that workers exhibiting agreeableness and conscientiousness tend to identify with the organization more than neurotic workers who show a negative association. However, differences were seen in male and female participants regarding perceived organizational identification. The study concludes that individuals possessing agreeable and conscientious traits are more significant for enhancing organizational identification, irrespective of gender differences.

Keywords: agreeableness trait, conscientiousness, extraversion trait, neuroticism trait, openness to experience, organizational identification (OI)

Introduction

Though organizations remain dependent on different resources to perform, human resource is considered the most critical amongst all others. Such resources give more opportunities to organizations to move towards a better economy. Organizations, generally hire those employees who remain devoted and meet the objectives to attain the intended corporate goals. According to Baumeister and Leary (1995) employees take various actions based on their perception of a connection with organizations. Similarly, Haslam et al. (2009) emphasized that a person with a strong social identity, such as a link to the organization, will perform effectively and maintain good physical and emotional health (Worchel et al., 1998). In this approach, social identity has been referred to as the cornerstone for OI (Bizumic et al., 2012). Author symbolized OI as a trait which can be measured through an individual's psychological, mental and emotional connectedness to the corporation (Hongvichit, 2015). Nowadays, analysts and business administrators are fully aware of the impact that personal identification has on the organization's outcomes (Cooper & Thatcher, 2010).

*Corresponding Author: amani.ias@pu.edu.pk

Indeed, organizations value those employees who maintain a clear focus on their mission and devote their efforts to achieve strategic objectives (Gümüő et al., [2012](#)). In this way, if representatives of any organization are more focused on their aims, then the employees will need to put more effort to achieve the organizational goals (Ngo et al., [2012](#)). With the passage of time organizations have become increasingly complex or multidimensional (Epitropaki, [2013](#)). Their production and efficiency are determined by the well-being of their staff, which includes employee identity, well-being, and reliance on it (Hekman et al., [2009](#)). Furthermore, people in any group are idiosyncratic, so their sense of belonging might shift from one person to the next due to which, understanding of the personality can help to explain people's complex behavior. Johnson ([2000](#)) highlighted the belief that human resource experts categorize a qualified workforce as the one that has the ability to fulfill their vital goals and is also inclined to exhibit their loyalty to the individual firm through their personality attributes. As a result, it is critical to comprehend an individual's personality type in order to place them in the most appropriate position.

Furthermore, managers can use this information to predict how an individual will feel and act in different scenarios. Meanwhile, personality qualities have been shown to aid in the clarification of a variety of work-related outcomes, such as job satisfaction (Judge et al., [2002](#)), incitement (Judge & Ilies, [2002](#)), and “citizenship practices” (Chiaburu et al., [2011](#)). Gender is assumed to play another important role in identification. The identity hypothesis claims that society is patterned and strives for a constant social order. People's identity connotations are frequently altered by their actions.

Literature mostly emphasizes how personnel traits are psychologically linked to company specific outcomes, influencing organizational commitment rather than its identity (Hassan & Rohrbaugh, [2011](#)). Several studies have discovered that OI does not exist in a vacuum, and they have identified a number of elements that can influence it. In any event, there aren't enough empirical studies to answer the question of whether OI is linked to personality. There was insufficient empirical data to indicate a link between OI and personal attributes particularly in Pakistan's public sector and, more specifically in the Department of Livestock and Dairy Development (L&DD).

Rationale of the Study

Organizations are social systems in which the most important factor for competency is the human asset. It cannot progress unless its employees put forth effort, commitment, responsibility, belongingness, and sincerity. Cascio and Aguinis ([2011](#)) indicated that the major resource that is untradeable in an ideal

scenario is human capital. It is reasonable to conclude that a country's greatest valuable resource is its productive labor. Following the 18th amendment to Pakistan's constitution, the government of Pakistan concluded that a strict quality assurance component with the appropriate level of authorizing and enrollment of the HR, as well as the establishment of ICT-based certification would be established to ensure better-quality administrations to the said department. Because employees spend more than half of their day at work, they become emotionally attached to their workplaces and begin to identify with them. Aghaz and Hashemi (2014) suggested that personality has been shown to have a considerable impact on organizational life as well as on an individual's personal life; therefore, it is critical to comprehend its implications on organizational level aspects. Individual identity and personal conduct become a crucial paradigm for transformation and success in the workplace. Today, researchers and administrators are well aware of the OI's effects on the job results (Cooper & Thatcher, 2010).

Personality is dynamic as it is formed through time by the mental developments of individuals. One of the most important aspects of an individual's behavior is how they are perceived in the setting or workplace. Individual's behavior at the workplace might be considered in terms of their employment, personality, character, or self. However, organizations are mostly inclined towards the employees who have a focus on the organizational mission and put efforts to accomplish these organizational goals (Gümüş et al., 2012). Faithfulness, as well as devotion to the job and the firm, is largely needed to achieve the desired organizational goals. So, nurturing identification will sum up the extended organizational achievement. This research study has been conducted on the Department of Livestock and Dairy Development (L&DD), Punjab as its case study. According to the Economic Survey (Pakistan, 2019-2020), more than 8 million families are involved in livestock farming, in which dairy farming accounts for more than 35-40% of their salary. This sector receives 3.1% subsidies and is a source of foreign exchange income. It contributed 11.7% to GDP and 60.6% to general farming in 2019-2020. This industry requires a more detailed study due to its importance in Pakistan's social and economic development.

Hence this study will help the department incorporate a personality exam in addition to other exams and interview their hiring members to ensure that people are placed correctly based on their personal characteristics. It will also improve the results of identification and reduce the likelihood of turnover. The private sector is growing and drawing more skilled representatives, there has been a significant expansion in the course of privatization in the last decade, which has increased competition in the labor market. As a result, the government should adopt HR plans

that would enable them to employ brilliant people and keep those who are likely to be loyal and devoted to the organization. The importance of this study stems from the fact that there are few studies available that have sought to investigate the workings of Pakistan's public sector organizations, notably in the department of L&DD, with a focus on analyzing personality traits and relating them to OI as well as examining employee attitudes based on gender.

Literature & Hypothesis

Organization Identification

“Social identification (ID)” is a sense of feeling united with a specific group and the extent of characterizing one’s self as an individual (Ashforth & Mael, [1989](#)). When organizational authorities value employee’s relation toward groups of employees, then employees are less inclined to quit (Marstand et al., [2020](#)), follow more citizenship rehearses (Bartel, [2001](#)), have greater inclusion in their job Marstand et al. ([2020](#)), remain devoted (Ullah et al., [2016](#)), are more gratified with their occupation Mael & Tetrick ([1992](#)) and have ability to work hard (Saks & Ashforth, [2000](#)). In basic terms, social ID urges representatives to put more energy for the advantages of the large group with which they belong. Social and psychological measurements are the core concepts of social ID to consolidate (Albert et al., [1998](#)). Groups offer their individuals a sensation of belongingness and joy due to which individuals are dedicated to a certain group (Albert et al., [1998](#)). However, OI denoted that an individual leaves an organization without going through some extent of “psychic loss” (Ashforth & Mael, [1989](#)).

Social recognition is explained with two theories using a hypothetical base, in which the first is “self-categorization theory” and the second is “social identity theory”. In addition, OI was theorized with the involvement of components that include consolidation of objectives and organizational values, feeling of belongingness and participation, labeling and self-categorization (Edwards & Peccei, [2007](#)). In these, labeling and self-categorization is a process in which an individual absorbs the beliefs and principles of a group and then adjusts according to the theory (Boros, [2008](#)). Moreover, the concept of depersonalization is fundamental for self-categorization theory, because according to it any individual seeing the group can perceive himself as a tradable model (Hornsey, [2008](#)). Consequently, the individual starts characterizing with the traits that are associated with a particular group in any organization and then feels “oneness” or “unity” in that firm.

Past studies illustrated that the OI is person's self-idea of connectedness with the organization along with the fortitude of individual and organizational qualities which generate the feelings of oneness (Li et al., [2016](#)). Therefore, this notion is perceived as “heart of social identification” (Deaux, [1996](#)). However, till 1980s, OI was not considered as a distinctive idea and researchers relate it with a number of variables in organizational behavior such as commitment (Ricketta, [2005](#)). But in current era, the researchers had developed an interest to study OI due to which it became the “Cinderella of organizational studies” (as cited in Boros, [2008](#)). In addition to this, when Ashforth and Mael ([1989](#)) linked social identity with organizational identification, the OI began as a major field that links with consistency and unity between employees and organizations (Tarakci et al., [2018](#)).

OI is drawn into four basic sub-components proposed by Brown ([1969](#)); these components are a congruence of individual and organizational objectives, self/authoritative reference, the loyalty of employees and fascination towards the corporation. Likewise, OI inspires people to create powerful network connection, they become a part of that organizational climate in which important pieces of information are openly discussed, critical choices are analyzed and strategic plans are talked over (Avanzi et al., [2015](#)). Moreover, recent research also proposed that the representatives who were exceptionally recognized, acquired organizational help due to their closeness with the organization (Avanzi et al., [2018](#)).

Furthermore, various other analysts believed that people with high OI showed a higher degree of compassion that results in altruism, organizational citizenship practices, lesser turnover, and absenteeism (Dick et al., [2004](#)). Employees experiencing high levels of OI will act in a manner of interest with their corporation (Scott & Lane, [2000](#)). Anyhow, the completion of job goals and less withdrawal intentions are also related with high levels of OI. When employees are satisfied and are cared by the organization (Bauman & Skitka, [2012](#)), it improves the profitability and quality of work (Naseem et al., [2011](#)). Analysts also believed that OI adds a strong bond of belongingness and also stimulates the shared interest between employees and the organization (Chawla & Srivastava, [2016](#)). So, when employees feel belongingness towards their organization, they get higher chances to take part in assignments that benefit the organization with a large extent of self-advantage (Çeri-Booms, [2012](#)).

A study conducted by Campbell and Im ([2015](#)) indicated the signals of a positive relationship between the senior managers and supervisors with OI. This study tends to explain trust as one of the comparative mediating part between the relationship of superiors' interaction and OI. It also revealed that more prominent

collaboration among members of a workgroup would create more noticeable OI. So, identification with OI results in lesser work burnout (Avanzi et al., 2015), creates more anticipation to stay (Demira et al., 2015), volunteerism, extra work conduct (Tavares et al., 2015), enticement and job contentment (Mozes et al., 2012), and insignificantly relates with worker turnover intent (Jie et al., 2020).

According to Zappalà et al. (2019), the supervisors' support applied a striking impact on OI, while "psychological empowerment" affects the OI in a positive manner (Chen et al., 2016). Likewise, OI makes a connection between the leader ID and OCB relationship (Marstand et al., 2020) and enhances the relationship of organizational integrity behavior as well as the outcomes of supporters (Ete et al., 2021). Bamber and Iyer (2002) suggested that the identification of workers with their profession fosters OI when expectations related to their profession are met, which is further related with their professional identity strengthened by the organization (Irshad & Bashir, 2020). This notion is also connected with the possible adverse influences of ID on both employees and their organizations. It can prompt the resistance to organizational transformation, unscrupulous practices, lower execution, relational struggle, negative feelings and decreased prosperity (Conroy et al., 2017). Conditions expediting these bothersome results, incorporate "situational factors" (e.g., personality dangers, work qualities) and "individual components" (e.g., principles, different ID) (Conroy et al., 2017).

Studies examining the effect of OI on psychological entitlement have proposed that psychological entitlement is articulated amongst the representatives with higher personality scores (Naseer et al., 2020). Meanwhile, the empirical studies stated that the internalization and ID levels were discovered to be supportive of males (Aydin et al., 2011). It specifies that three levels were used to define gender identity: personal, group, and role-playing level and also noted that males embrace the organizational norms and values more as compared to females. Furthermore, the analyst also examined gender socialization by taking identity theory as a base (Carter, 2014). If individual has group distinctiveness, others are either unique or comparable depending upon whether they are given some share of out-gathering or in-gathering (Carter, 2014). It allows individuals to harmonize themselves with others or share connections and support each other in various ways.

Literature emphasized that how workers in a public sector organization psychologically attached to their firms and focused precisely on organizational commitment rather than OI (Hassan & Rohrbaugh, 2011). Identification and commitment were considered murky because of undefined ideas by both sides; identification reflects the feeling of oneness with a group while commitment depicts

the strength of association between distinct psychological substances (Knippenberg & Sleebos, 2006). However, OI was discovered to be a compelling component in commitment with an organization (Pehlivanoglu & Köse, 2020).

Hypothesis 1: There exist significant gender-based differences on the basis of OI

Personality Traits and OI

For many years, the impact of personality on organizational outcomes has remained a topic of interest for researchers but still there are many ambiguities between identity, psychology and organizational behavior (Mowday & Sutton, 1993). With regards to the organization, the behavior, thoughts, feelings, reviews, and practices can vary from organization to organization (Roberts, 2006), while personality attributes are sound patterns of practices, thoughts, and feelings that distinguish people from each other; so, consistency regarding such a concept is a difficult task (Borghans et al., 2011).

Personality can be described as affinities and constructive patterns in individuals that entail their unique structures of conduct, thoughts and feelings (Colquitt et al., 2013). The major personality determinants are environment, circumstances, and inheritance. Analysts also suggested that personality can have a significant influence on organizational life and an individual's personal life as well; so, it is crucial to understand its effects on organizational level (Pierce & Gardner, 2009).

As mentioned earlier, individual differences influence OI while shaping their behaviors. Previous studies focused that the precursors of OI focused on a top-down approach with considerably less attention given to the bottom-up approach (Ashforth et al., 2008). Top-down approach focused on the organizational role, specific circumstances, and interaction between the organization and individuals in the development of workers' OI. However, representatives may possess discrete dispositional differences in their tendency towards OI, for instance workers in need of alliance may create strong OI (Wiesenfeld et al., 2001). Similarly, highly agreeable workers may have a higher rate of identification since they will correspond with approaches, strategies, and practices of the organization and also with their managers' behavior. Fearful workers might be less related to their organization as they may come across as sluggish in their work context. This study based on social identity theory that explains the effects of various personality traits on OI. The theory of trait is the widely recognized personality theory which is significant for organizational behavior as it apprehends noticeable parts of an individual. The focus of the theory is basically on thoughts, feelings, forms, and

behavior; moreover, it suggests that the personality can be clarified by the qualities of individual.

Although, various models used to define the personality in which Big Five trait model holds significant importance and defines the personality in terms of five independent measurements. The first measurement is extroversion in contrast to introversion; Erdheim et al. (2006) explained that extremely outgoing people are loquacious, amiable, confident, and dynamic while less social people are not very active and talkative (Migliore, 2011). Because of sociability, amiable individuals are more trusted by people (Zimmerman, 2008). They lean towards eagerness and generally have action-based intents (Barrick & Mount, 1991). Moreover, various studies proved that a gregarious individual is seen to be more joyful at work, which might be an immediate consequence of the connections they build with people around them and their adaptation to the new job (Judge et al., 2002).

The second measurement was agreeableness which was recognized with traits such as trust, kindness, philanthropy, warmth, and having some kind of emotional support. People possessing the trait of agreeableness are flexible and absolving while handling the various representatives since they aspire to gratify their primary need of association and warmth (Barrick et al., 2001). Workers with this trait have a social identity with their workplace that boosts with this measurement. Consequently, the workplace turns more enjoyable and employee strengthens the emotive connection with the organization due to this passionate bond (Ilies et al., 2009). People who are highly rated with this factor, signify compliance while on the other hand, people who are low rated remain reluctant to participate in group activities and identify less with others (Migliore, 2011).

The third component of five trait model to measure the personality is conscientiousness, which deals with extent to which an individual is sorted out, dependable, thoughtful, truthful, dependable, achievement orientated, accountable, self-taught, and careful (Erdheim et al., 2006). Researchers categorized this quality as “work inclusion propensity” that characterizes that the individuals who are likely to display behavior must be governed by guidelines that seemingly are more usual for work in an organization rather than other life settings (Organ & Lingl, 1995). As said by Jang (2012), individuals possessing this factor are noticed to be linked with inspiration, selflessness, and responsibility concerning general public interest (Komarraju et al., 2009). Guo et al. (2021) discovered that this attribute significantly moderated the relation between accomplishment inspiration and occupation execution interceded by commitment.

Neuroticism factor comes at fourth number. Individuals with high scores of this component are tend to be incensed, dispirited, frazzled, flimsy, less-confident, nervous, and emotional (Erdheim et al., [2006](#)). They focus on the detestable side of things and may expect impartial events such as precarious; also experience less affluence and fulfillment with high levels of pressure (Panaccio & Vandenberghe, [2012](#)). They incline to be hopeless in their jobs and have high chances to quit; although, they are not seen to leave their jobs (Judge et al., [2002](#)). In comparison, people with fewer score on this factor are emotionally stable individuals who are organized and even-keeled but occasionally, they were dejected or restless. They tend to stay happier with their jobs and more dedicated to the organizations where they work (Thoresen et al., [2003](#)). In one of the examinations it was discovered that neuroticism is an attribute that meaningfully predicts occupational stress and contributes to control aggression (Dawson & Thompson, [2017](#)).

The last component was openness to experience, which is characterized as innovativeness, receptiveness of new thoughts, adaptability of thought, imaginativeness, tendency to create principle objectives and thoughts and also an assortment of interests (Bozionelos, [2004](#)). Individuals with this factor tend to grow in those situations where flexibility and adaptation of new practices become a demand. In instances, the workplace permits individuals to use their creative abilities and value their imaginative rationality; it turns helpful in fostering a solid OI.

Cheung et al. ([2011](#)) conducted a study to examine the impacts of culture on identity and its traits, which suggest that attribute of openness cannot be applied to Chinese and Asian culture but relatively applied on Western culture. However, people belonging to Asian culture exhibited an attribute of openness they controlled it in various ways as opposed to western people.

All the components have acted to anticipate various kinds of job performance, consisting of both the objective performance and as well as the overall performance (Dudley et al., [2006](#)). Moreover, it predicts that all components acted in relation to performance include the acquiring of skills, training Colquitt et al. ([2000](#)), creativity, innovation Feist ([1998](#)) and counter-productive job conduct (Berry et al., [2007](#)).

Many studies have focused on the connection between personality traits and OI, in these, the latest study verified the association between emotional stability and turnover which was fully interceded by OI (Tunc et al., [2021](#)). Korankye et al. ([2021](#)) indicated that extraversion was the most suitable trait of commitment; however, all characteristics of identity assume a major part in disclosing the

belongingness of workers to the organization. The other study that conducted in a multi-sectorial space by Ghadeer et al. (2019) discovered that the Big Five model of personality traits significantly affects the OI. Among them, employees with openness to experience and extraversion have a large impact on OI. Meanwhile, Muslimin et al. (2017) suggested that the identity characteristics such as agreeableness, extraversion, openness, and conscientiousness enhance the employees' OI in social fragments.

Further studies by Aghaz and Hashemi (2014) revealed the association of personality traits on the expanded model of OI shows that there is a significant positive connection between personality traits and OI. As Kachchhap and Ong'uti (2015) demonstrated that the agreeableness is the factor with maximum grounded association with ID amongst all the reviewed factors. A theoretical study by He and Brown (2013) suggested that there exists a relationship between personality and OI and there is a gap in research that investigates this relationship. It was recommended by Jones and Volpe (2011) that future researchers can take interest in exploring the relationship between personality traits and OI. Hence; hypothesis that constructed for this study is illustrated below:

Hypothesis 2: There exists a positive relationship between agreeableness and OI.

Hypothesis 3: There exists a positive relationship between openness and OI.

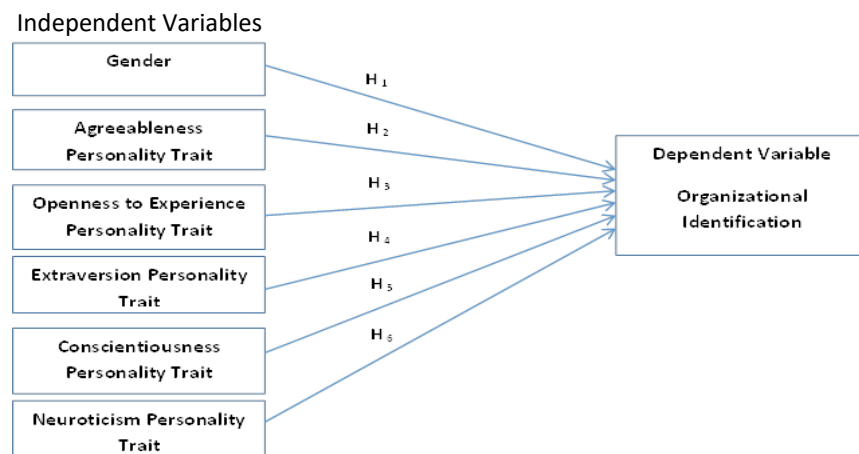
Hypothesis 4: There exists a positive relationship between extraversion and OI.

Hypothesis 5: There exists a positive relationship between conscientiousness and OI.

Hypothesis 6: There exists a negative relationship between neuroticism and OI.

Figure 1

Theoretical Framework



Research Methods and Plans

This study was carried out in the Department of L & DD in Punjab. Data was collected by using a quantitative strategy from a semi-natural setting with large sample because the whole research was done on a single department. It is based on the cross-sectional research plan with a blend of simple random sampling which means that the study population is uniformly sampled; it is neither over-addressed nor under-addressed. Therefore, the utilization of this strategy builds the generalizability of the research (Taherdoost, [2016](#)).

Data was collected through structured questionnaires. The researcher obtained a sampling frame that consist on 2020 employees of basic pay scale, range 16 to 20 from Head Office of the department by taking prior permission of secretary L&DD Punjab. Likewise, the researcher collected data from nine divisions from the province of Punjab in-person and also by emails. The total sample size was 1310 of all nine divisions. Data was received from 1277 respondents after excessive follow up making a response rate of 97.5%.

Big Five Personality inventory (John & Srivastava, [1999](#)) having 44 items was used to measure the personality trait. Alpha reliabilities ranged from 0.81 to 0.88, having 0.83 as mean; however, the Cronbach alpha of this scale was 0.756. On the other hand, 6-item survey scale (Mael & Ashforth, [1992](#)) was used for measuring the strength of OI. The internal reliability of the scale ranged from $\alpha = 0.81$ to 0.91. However, the Cronbach alpha of this scale in this study was 0.748

Data Analysis

Demographics

Among gender analysis, 86% males were there in the department. However, 62.17% employees were working at BPS 17 while just 40.8% having a graduation degree. Likewise, 29.6 % employees had an experience of 21 years and more.

Figure 2

Gender of Respondents

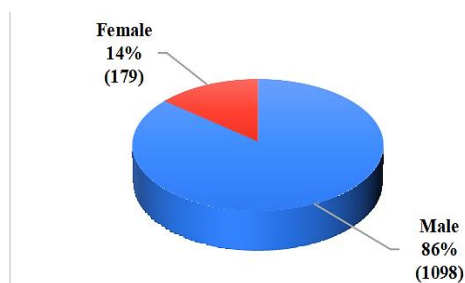


Figure 3

Basic Pay Scale Level of Respondents

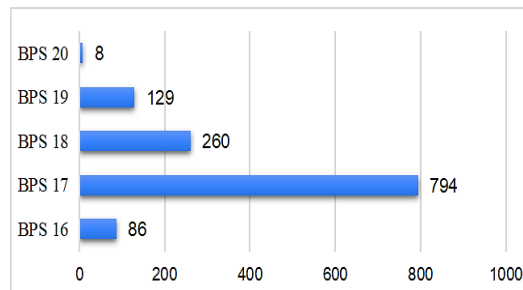


Figure 4

Education Level of Respondents

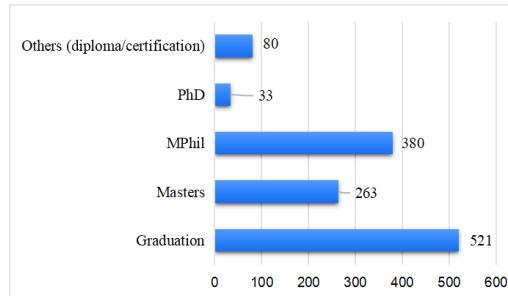


Figure 5

Work Experience in the Department

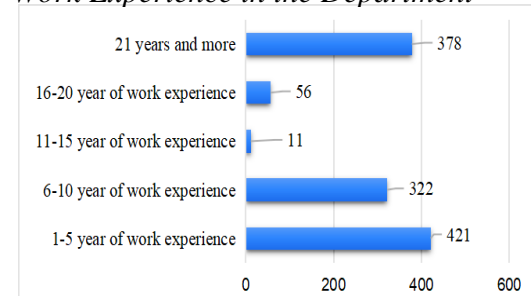


Table 1

Descriptive Statistics & Harman's Single Factor Analysis

Scale	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness	OI
Mean/	3.5449/	4.0314/	4.0412/	2.4729/	3.8922/	4.0407/
S.D	.43704	.44026	.45926	.65584	.72008	.48050
Skewness/	.153/	-.391/	-.040/	.164/	-.258/	.249/
S.E	.068	.068	.068	.068	.068	.068
Kurtosis/	-.313/	.382/	-.186/	-.347/	-.882/	-.563/
S.E	.137	.137	.137	.137	.137	.137
Harman's Single factor	17.79%					

From the above table of descriptive measurements, the normal estimation of the variables is more than 3 with the exception of neuroticism (mean=2.4729) which showed that the greater part of individuals having a place within the said department are steadier emotionally. Meanwhile, the normality of the information was tested through estimations of skewness and kurtosis. The values of skewness and kurtosis coefficient are under 1, considered as satisfactory range and fulfilling the presumption of normality. Since, information was gathered from single source (L&DD), this may have created common bias method that instigated from the propensity of respondents to give positive reaction. Due to which, the Harman's single factor test was utilized to examine the common bias method. As demonstrated in table 1, its value is 17.79% (less than 50%) which affirm the absence of common method bias (Harman, 1976).

Table 2*Independent Sample Test on the Basis of Gender*

		Independent Samples Test				
		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	T	df	Sig. (2-tailed)
Organizational Identification	Equal variances assumed	.442	.506	2.148	1275	.032

A T-test was conducted for the comparative analysis of male and female's perceptions on the basis of OI. As presented in table 2, it showed significant differences in male and female's score that are ($M = 4.05, SD = 0.48$) and ($M = 3.96, SD = 0.47$), $t(1275) = 2.148, p = 0.032$. It indicated that males observed more OI as compared to females, while the mean value showed no considerable differences. However, the small affect size ($d = 0.06$) showed that gender is insignificant in defining the OI. It can be because of the reason that no matter which sex an individual belongs to, if they feel the need to do work, they must put effort to earn.

Table 3*Statistical Results (Correlation & Regression Analysis)*

Aspects	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness to Experience
Coefficient B^0	3.022**	2.185**	2.525**	4.444**	3.684**
Coefficient B^1	.287**	.460**	.375**	-.163**	.092**
F-Ratio	93.436**	275.888**	187.876**	66.400**	24.530**
Df	(1,1275)	(1,1275)	(1,1275)	(1,1275)	(1,1275)
Significance	.000**	.000**	.000**	.000**	.000**
R (correlation)	.261**	.422**	.358**	-.222**	.137**

Aspects	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness to Experience
R ² %	6.8%	17.8%	12.8%	5%	1.9%
S.E	.464	.436	.449	.469	.476

***Denotes that the level of significance is 0.01*

After investigating all the essential assumptions of regression, following results of regression analysis depicted that:

- There is a significant relationship between extraversion and OI with coefficient $\beta = .287$, $t = 9.666$, $p = .000$, that described 6.8% variation in model.
- The regression analysis explained that there exists a moderate significant relationship between agreeableness trait and OI with coefficient of $\beta = .460$, $t = 16.610$, $p = .000$. It can be due to the adaptableness of employees that they identified more with an organization.
- There was also a considerable connection between conscientiousness trait and OI with $\beta = .375$, $t = 13.707$, $p = .000$ explaining 12.8% variation in the model. It is may be due to the dedicated work attitude and behavior along with the achievement based orientation of such employees.
- There was a significant positive association between openness and OI which was shown by coefficient $\beta = .092$, $t = 4.953$, $p = .000$, proving that such people hold curious nature, that can be considered as a reason of shifting from an organization to gain new experiences and please their curious nature as well as prevailing bureaucratic culture can be another reason too.
- The relation between neuroticism trait and OI was also significant but turned out to be negative i.e. $\beta = -0.163$, $t = -8.149$, $p = .000$. It describes that the respondents who possessing neuroticism trait view the situations rather in negative ways and are generally unhappy with their job.

Discussion

Various studies explained that the factors having a deep connection with identification is agreeableness followed by extraversion, neuroticism trait, conscientiousness and openness to experience (Aghaz & Hashemi, [2014](#); Kachchhap & Ong'uti, [2015](#)). The study has an aim to indicate a link between OI and personal attributes particularly in Pakistan's public sector (L&DD). The results showed that there is a significant relationship between personality traits and OI. People, who possessed agreeableness and conscientiousness trait, exhibited more

identification with their organization whereas the other relationships were weak. People, who had neuroticism trait, displayed a reverse relationship with OI. So, the findings of this study are also consistent with (Ghadeer et al., [2019](#); Muslimin et al., [2017](#)) who highlighted that the personality traits were associated with OI. Likewise, Korankye et al. ([2021](#)) indicated that the extraversion was the most suitable trait of commitment; however, all the characteristics of identity assumed a major part in disclosing the workers' belongingness with the organization. Specialists would benefit by assuming all the traits in their recruitment practices. Generally, agreeable workers were remissive and adaptable while being handled by different representatives. Barrick et al. ([2001](#)) complied with others and showed high scores, while people having low scores identified less and hesitated to participate in group activities (Migliore, [2011](#)).

Jang ([2012](#)) explained that the people exhibiting conscientiousness were noticed to be connected with the responsibility on the basis of public interest, selflessness and inspiration (Komarraju et al., [2009](#)). They also remained comfortable with established rules and regulations. On the other side, extroverts tend to find approaches to boost their social interaction and OI; they may get disheartened if suitable opportunities do not come along. They are less distinguished in contrast to people who have high levels of openness. While those people that have a neurotic personality trait tend to see the negative side of things, may anticipate impartial events as well as experience low fulfillment and prosperity under pressure. Due to the combination of negative sentiments, their capacity to identify with the organization was reduced and blocked. Meanwhile, veterinary doctors who have a pessimistic personality, experience more occupational stress and social anxiety (Dawson & Thompson, [2017](#); Kaplan et al., [2015](#)).

So, the connections are contrasted from culture to culture and from one setting to another which basically happens on the basis of dominant identity. Due to changing demands, needs, mindset of people, globalization and contextual/cultural differences; it was also emphasized that organizational behavior cannot be solely examined on the basis of personality trait. Personal attributes were contextual to a certain extent; so, the likelihood of recognition and representation was hindered due to readiness of change, intuitive aptitude, adapting capacities, a real interest in others and relational abilities. Similarly, the capability to acknowledge and characterize the values or norms of the organization was dependent upon the individual's mental, emotional and spiritual commitment. Likewise, filling the gap between personal and OI will vary from person to person because OI depends on personal differences and depends on the individual's eagerness that induces business related propensities.

On the contrary, OI does not exist in a void; it was dependent upon many factors apart from personality traits, such as sometimes people are compelled to do jobs that differ from their personality. In this way, people may work in this department regardless of having personality-organization fit to meet family needs, bear expenses of taxes, education, health, and transit etc. because Pakistan experiences high inflation, unemployment, corruption, bribery and nepotism.

Moreover, male and female respondents varied at OI level, because male respondents had a better OI in comparison to females but mean differences and effect size ($d=0.06$) were low to create a huge difference. The female representation in this department was very low but it has improved. The gradual increase in the female workforce in this organization may have a reason such as a shift from a joint family to a nuclear family, a high rate of inflation, or some females possess strong identification perception due to a consistent nature. According to the above mentioned reasons, if females acquire a job in the L&DD then their belongingness with that organization did not showed enough dissimilarity as compared to men and this was also proved with results that they continue to stay with the same organization.

With increasing quota and awareness for females in the public sector, they are opting for jobs in male dominated areas also. The increased quota for females does not only highlight the importance of female workforce for the growth of the country but is also valued due to the changing needs, norms, and globalization. But still, the expectations of gender-specific roles lead to gender stereotypes that can be explained according to gender socialization in identity theory.

Conclusion and Implications

The study concludes that there is a significant relationship between personality traits and OI; people possessing agreeableness and conscientiousness exhibited more identification with their organization while the other relationships suffered. Till this time, not even a single study has been directed in the said field. This study additionally highlights varied reasons at work that decide work outcomes and demeanor. Similarly, the outcomes of this study also add to the discussion about the utility of identity by accepting a hypothesis driven way to deal with, which affirms the authenticity of identity qualities in antedating different criteria (e.g. ID). People who had neuroticism displayed a reverse relationship with OI, however agreeable and conscientious individuals are better to select for the fostering of OI. Personality tests should be a part of the hiring process to make sure that people who were selected are right for the positions or not.

The gender differences displayed minor variations with respect to OI; besides having huge differences in the sample size, it was concluded that both gender are equally valuable assets for OI. This study also adds to the current assortment of data by making scientific generalizations and also made an expansion in the literature of social ID regarding the said division.

Limitations and Future Direction

Employers should be trained to rate their workers and conduct personality tests as it has been observed that employees tend to rate themselves in socially acceptable ways. Longitudinal research design can also be used to devise long term effects of personality on OI keeping in view the time-specific reliability. Moreover, the study was only conducted in one public sector department of Punjab; therefore, it cannot be implemented on other departments or organizations. All the factors that can potentially influence employees' OI were not able to be fully covered. The research study also does not incorporate moderating or mediating factors associated with personality traits and OI.

Future research can focus on the effect of personality traits on various precursors of OI in a diverse range of contexts and culture. It can also conduct comparative research on public and private sector firms to investigate in which sector the analyzed relationship of this study is strong. Another way to study OI can be through relating it with other variables such as appraisal methods, accountability, workplace design, networking, and transformational leadership by combining it with personality traits. Further research studies can work on the theme established in this one by including further antecedents of OI; such as ambivalent identification, dis-identification and neutral identification. They can also include the impact of demographic variables on OI, as there is a dearth of such research.

References

- Aghaz, A., & Hashemi, A. (2014). Investigating the impact of personality traits on expanded model of organizational identification. *International Journal of Business Management*, 9(3), 148–156.
- Albert, S., Ashforth, B. E., Barker, J. R., Dukerich, J. M., Elsbach, K. D., Glynn, M. A., Harquail, C. V., Kramer, R., & Parks, J. M. (1998). Identification with organizations. In D. A. Whetten & P. C. Godfrey (Eds.), *Identity in organizations: Building theory through conversations*. (pp. 209-272). Sage Publications, Inc. <https://doi.org/10.4135/9781452231495.n7>

- Ashforth, B. E., Harrison, S. H., & Corley, K. G. (2008). Identification in organizations: An examination of four fundamental questions. *Journal of Management*, 34(3), 325–374. <https://doi.org/10.1177/0149206308316059>
- Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *Academy of Management Review*, 14(1), 20–39.
- Avanzi, L., Fraccaroli, F., Castelli, L., Marcionetti, J., Crescentini, A., Balducci, C., & Dick, R. v. (2018). How to mobilize social support against workload and burnout: The role of organizational identification. *Teaching and Teacher Education* 69, 154–167. <https://doi.org/https://doi.org/10.1016/j.tate.2017.10.001>
- Avanzi, L., Schuh, S. C., Fraccaroli, F., & Dick, R. V. (2015). Why does organizational identification relate to reduced employee burnout? The mediating influence of social support and collective efficacy. *Work and Stress*, 29(1), 1–10. <https://doi.org/10.1080/02678373.2015.1004225>
- Aydin, A., Sarier, Y., & Uysal, Ş. (2011). The effect of gender on organizational commitment of teachers: A meta-analytic analysis. *Educational Sciences: Theory & Practice*, 11(2), 628–632.
- Bamber, E. M., & Iyer, V. M. (2002). Big 5 auditors' professional and organizational identification: Consistency or conflict. *Auditing: A Journal of Practice and Theory*, 21(2), 21–28. <https://doi.org/https://doi.org/10.2308/aud.2002.21.2.21>
- Barrick, M. R., & Mount, M. K. (1991). The Big Five personality dimensions and job performance: A meta-analysis. *Personnel Psychology*, 44, 1–26.
- Barrick, M. R., Mount, M. K., & Judge, T. A. (2001). Personality and performance at the beginning of the new millennium: What do we know and where do we go next? *International Journal of Selection and Assessment*, 9(1/2), 9–30. <https://doi.org/https://doi.org/10.1111/1468-2389.00160>
- Bartel, C. A. (2001). Social comparisons in boundary-spanning work: Effects of community outreach on members' organizational identity and identification. *Administrative Science Quarterly*, 46(3), 379–413. <https://doi.org/10.2307/3094869>
- Bauman, C. W., & Skitka, L. J. (2012). Corporate social responsibility as a source of employee satisfaction. *Research in Organizational Behavior*, 32, 63–86. <https://doi.org/10.1016/j.riob.2012.11.002>

- Baumeister, R. F., & Leary, M. R. (1995). The need to belong: Desire for interpersonal attachments as a fundamental human motivation. *Psychological Bulletin*, 117(3), 497–529. <https://doi.org/10.1037/0033-2909.117.3.497>
- Berry, C. M., Ones, D. S., & Sackett, P. R. (2007). Interpersonal deviance, organizational deviance, and their common correlates: A review and meta-analysis. *Journal of Applied Psychology*, 92(2), 410–424. <https://doi.org/10.1037/0021-9010.92.2.410>
- Bizumic, B., Reynolds, K. J., & Meyers, B. (2012). Predicting social identification over time: The role of group and personality factors. *Personality and Individual Differences*, 53(4), 453–458. <https://doi.org/10.1016/j.paid.2012.04.009>
- Borghans, L., Golsteyn, B. H. H., Heckman, J. J., & Humphries, J. E. (2011). Identification problems in personality psychology. *Personality and Individual Differences*, 51(3), 315–320. <https://doi.org/10.1016/j.paid.2011.03.029>
- Boros, S. (2008). Organizational identification: Theoretical and empirical analyses of competing conceptualizations. *Cognition, Brain, Behavior*, 7(1), 1–28.
- Bozionelos, N. (2004). The big five of personality and work involvement. *Journal of Managerial Psychology*, 19(1), 69–81. <https://doi.org/10.1108/02683940410520664>
- Brown, M. E. (1969). Identification and some conditions of organizational involvement. *Administrative Science Quarterly*, 14(3), 346–355. <https://doi.org/10.2307/2391129>
- Campbell, J. W., & Im, T. (2015). Identification and trust in public organizations: A communicative approach. *Public Management Review*, 17(8), 1065–1084. <https://doi.org/10.1080/14719037.2014.881531>.
- Carter, M. J. (2014). Gender socialization and identity theory. *Social Sciences*, 3(2), 242–263. <https://doi.org/10.3390/socsci3020242>
- Cascio, W. F., & Aguinis, H. (2011). *Applied psychology in human resource management* (7th ed.). Pearson.
- Çeri-Booms, M. (2012). How can authentic transactional leaders create organizational identification? An empirical study on Turkish employees. *International Journal of Leadership Studies*, 7(2), 172–190.
- Chawla, D., & Srivastava, J. (2016). Antecedents of organizational identification of postgraduate students and its impact on institutions. *Global Business Review*, 17(1), 176–190. <https://doi.org/10.1177%2F0972150915610715>

- Chen, M., Chen, C. C., & Sheldon, O. J. (2016). Relaxing moral reasoning to win: How organizational identification relates to unethical pro-organizational behavior. *Journal of Applied Psychology, 101*(8), 1082–1096. <https://doi.org/10.1037/apl0000111>
- Cheung, F. M., Vijver, F. J. R. v. d., & Leong, F. T. L. (2011). Toward a new approach to the study of personality in culture. *American Psychologist, 66*(7), 593–603. <https://doi.org/10.1037/a0022389>
- Chiaburu, D. S., Oh, I.-S., Berry, C. M., Li, N., & Gardner, R. G. (2011). The five-factor model of personality traits and organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology, 96*(6), 1140–1166.
- Colquitt, J. A., LePine, J. A., & Noe, R. A. (2000). Toward an integrative theory of training motivation: A meta-analytic path analysis of 20 years of research. *Journal of Applied Psychology, 85*(5), 678–707. <https://doi.org/10.1037//0021-9010.g5.5.678>
- Colquitt, J. A., Lepine, J. A., & Wesson, M. J. (2013). *Organizational behavior: Improving performance and commitment in the workplace* (3rd ed.). McGraw-Hill Education.
- Conroy, S., Henle, C. A., Shore, L., & Stelman, S. (2017). Where there is light, there is dark: A review of the detrimental outcomes of high organizational identification. *Journal of Organizational Behavior, 38*(2), 184–203. <https://doi.org/10.1002/job.2164>
- Cooper, D., & Thatcher, S. M. B. (2010). Identification in organizations: The role of self-concept orientations and identification motives. *Academy of Management Review, 35*(4), 516–538.
- Dawson, B. F. Y., & Thompson, N. J. (2017). The effect of personality on occupational stress in veterinary surgeons. *Journal of Veterinary Medical Education, 44*(1), 72–83. <https://doi.org/10.3138/jvme.0116-020R>
- Demira, M., Demira, S. S., & Nield, K. (2015). The relationship between person-organization fit, organizational identification and work outcomes. *Journal of Business Economics and Management, 16*(2), 369–386.
- Deaux, K. (1996). Social identification. In E. Higgins & A. Kruglanski (Eds.), *Social psychology: Handbook of basic principles*. (pp. 777-798). The Guilford Press.
- Dick, R. v., Wagner, U., Stellmacher, J., & Christ, O. (2004). The utility of a broader conceptualization of organizational identification: Which aspects really

- matter? . *Journal of Occupational and Organizational Psychology*, 77(2), 171–191. <https://doi.org/10.1348/096317904774202135>
- Dudley, N. M., Orvis, K. A., Lebiecki, J. E., & Cortina, J. (2006). A meta-analytic investigation of conscientiousness in the prediction of job performance: Examining the inter-correlations and the incremental validity of narrow traits. *Journal of Applied Psychology*, 91(1), 40–57. <https://doi.org/10.1037/0021-9010.91.1.40>
- Edwards, M. R., & Peccei, R. (2007). Organizational identification: Development and testing of a conceptually grounded measure. *European Journal of Work and Organizational Psychology*, 16(1), 25–57. <https://doi.org/10.1080/13594320601088195>
- Epitropaki, O. (2013). A multi-level investigation of psychological contract breach and organizational identification through the lens of perceived organizational membership: Testing a moderated–mediated model. *Journal of Organizational Behavior*, 34(1), 65–86. <https://doi.org/10.1002/job.1793>
- Erdheim, J., Wang, M., & Zickar, M. J. (2006). Linking the big five personality constructs to organizational commitment. *Personality and Individual Differences*, 41, 959–970.
- Ete, Z., Epitropaki, O., Zhou, Q., & Graham, L. (2021). Leader and organizational behavioral integrity and follower behavioral outcomes: The role of identification processes. *Journal of Business Ethics (Advanced Online Publication)*. <https://doi.org/https://doi.org/10.1007/s10551-020-04728-6>
- Feist, G. J. (1998). A meta-analysis of personality in scientific and artistic creativity. *Personality and Social Psychology Review*, 2(4), 290–309. https://doi.org/10.1207/s15327957pspr0204_5
- Ghadeer, M., Badr, E., & Aboul-Ela, G. M. B. E. (2019). Uncovering the big five model personality traits and organization identification. *The Business and Management Review*, 10(4), 1–32.
- Gümüş, M., Hamarat, B., Çolak, E., & Duran, E. (2012). Organizational and occupational identification: Relations to teacher satisfaction and intention to early retirement. *Career Development International*, 17(4), 1–19. <https://doi.org/10.1108/13620431211255806>
- Guo, B., Qiang, B., Zhou, J., Yang, X., Qiu, X., Qiao, Z., Yang, Y., & Cao, D. (2021). The relationship between achievement motivation and job performance

- among chinese physicians: A conditional process analysis. *BioMed Research International*. 1–9. <https://doi.org/10.1155/2021/6646980>
- Harman, H. H. (1976). *Modern factor Analysis* (3rd, Ed.). University of Chicago Press.
- Haslam, S. A., Jetten, J., Postmes, T., & Haslam, C. (2009). Social identity, health and well-being: An emerging agenda for applied psychology. *Applied Psychology: An International Review*, 58(1), 1–23.
- Hassan, S., & Rohrbaugh, J. (2011). The role of psychological climate on public sector employees' organizational commitment: An empirical assessment for three occupational groups. *International Public Management Journal*, 14(1), 27–62. <https://doi.org/10.1080/10967494.2011.547818>
- He, H., & Brown, A. D. (2013). Organizational identity and organizational identification: A review of the literature and suggestions for future research. *Group & Organization Management*, 38(1), 3–35. <https://doi.org/10.1177/1059601112473815>.
- Hekman, D. R., Steensma, H. K., Bigley, A. G., & Hereford, F. J. (2009). Effects of organizational and professional identification on the relationship between administrators' social influence and professional employees' adoption of new work behavior. *Journal of Applied Psychology*, 94(5), 1325–1335. <https://doi.org/10.1037/a0015315>
- Hongvichit, S. (2015). Research progress of antecedents of organizational identification. *International Journal of Social Sciences Studies*, 3(6), 152–155. <https://doi.org/10.11114/ijsss.v3i6.1148>
- Hornsey, M. J. (2008). Social identity theory and self-categorization theory: A historical review. *Social and Personality Psychology Compass*, 2(1), 204–222. <https://doi.org/10.1111/j.1751-9004.2007.00066.x>.
- Ilies, R., Fulmer, I. S., Spitzmuller, M., & Johnson, M. D. (2009). Personality and citizenship behavior: The mediating role of job satisfaction. *Journal of Applied Psychology*, 94(4), 945–959. <https://doi.org/10.1037/a0013329>
- Irshad, M., & Bashir, S. (2020). The dark side of organizational identification: A multi-study investigation of negative outcomes. *Frontiers in Psychology*, 11, 1–15. <https://doi.org/10.3389/fpsyg.2020.572478>

- Jang, C.-L. (2012). The effect of personality traits on public service motivation: Evidence from Taiwan. *Social Behavior and Personality: An International Journal*, 40(5), 725–733. <https://doi.org/10.2224/sbp.2012.40.5.725>
- Jie, L.L., Arif, L.S., Norazman, I., & Fakhruddin, F.M. (2020). A study of organizational identification and its relationship with turnover intention among operational level employees at resort x. *Jurnal Kemanusiaan*, 18(2), 1–10.
- John, O. P., & Srivastava, S. (1999). The Big Five Trait taxonomy: History, measurement, and theoretical perspectives. In L. A. Pervin & O. P. John (Eds.), *Handbook of personality: Theory and research*, 2nd ed. (pp. 102-138). Guilford Press.
- Johnson, E. K. (2000). The practice of human resource management in New Zealand: Strategic and best practice? . *Asia Pacific Journal of Human Resources*, 38(2), 69–83. <https://doi.org/10.1177/103841110003800206>
- Jones, C., & Volpe, E. H. (2011). Organizational identification: Extending our understanding of social identities through social networks. *Journal of Organizational Behavior*, 32(3), 413–434. <https://doi.org/10.1002/job.694>
- Judge, T. A., Heller, D., & Mount, M. K. (2002). Five-factor model of personality and job satisfaction: A meta-analysis. *Journal of Applied Psychology*, 87(3), 530–541. <https://doi.org/10.1037//0021-9010.87.3.530>
- Judge, T. A., & Ilies, R. (2002). Relationship of personality to performance motivation: A meta-analytic review. *Journal of Applied Psychology*, 87(4), 797–807. <https://doi.org/10.1037/0021-9010.87.4.797>
- Kachchhap, S. L., & Ong’uti, M. A. (2015). Linking personality and strategic leadership to organizational identification. *International Journal of Academic Research in Business and Social Sciences*, 5(8), 243–256.
- Kaplan, S. C., Levinson, C. A., Rodebaugh, T. L., Menatti, A., & Weeks, J. W. (2015). Social anxiety and the Big Five personality traits: The interactive relationship of trust and openness. *Cognitive Behaviour Therapy*, 44(3), 212–222. <https://doi.org/https://doi.org/10.1080/16506073.2015.1008032>
- Knippenberg, D. V., & Sleebos, E. (2006). Organizational identification versus organizational commitment: Self-definition, social exchange, and job attitudes. *Journal of Organizational Behavior*, 27(7), 571–584. <https://doi.org/10.1002/job.359>

- Komarraju, M., Karau, S. J., & Schmeck, R. R. (2009). Role of the big five personality traits in predicting college students' academic motivation and achievement. *Learning and Individual Differences*, 19(1), 47–52. <https://doi.org/10.1016/j.lindif.2008.07.001>
- Korankye, B., Ahakwa, I., Anaman, E. A., & Samuel, D. (2021). The influence of personality traits on organizational commitment: Evidence from GCB bank in Ghana. *Journal of Research in Business and Management* 9(1), 1–15.
- Li, J., Liang, Q. Z., & Zhang, Z. Z. (2016). The effect of humble leader behavior, leader expertise, and organizational identification on employee turnover intention. *Journal of Applied Business Research (JABR)*, 32(4), 1145–1156. <https://doi.org/10.19030/jabr.v32i4.9727>
- Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, 13(2), 103–123. <https://doi.org/10.1002/job.4030130202>
- Marstand, A. F., Epitropaki, O., Knippenberg, D. v., & Martin, R. (2020). Leader and organizational identification and organizational citizenship behaviors: Examining cross-lagged relationships and the moderating role of collective identity orientation. *Human Relations*, 18(2), 1–30. <https://doi.org/10.1177/0018726720938118>
- Migliore, L. A. (2011). Relation between big five personality traits and Hofstede's cultural dimensions: Samples from the USA and India. *Cross Cultural Management: An International Journal*, 18(1), 38–54. <https://doi.org/10.1108/135276011111104287>
- Mowday, R. T., & Sutton, R. I. (1993). Organizational behavior: Linking individuals and groups to organizational contexts. *Annual Review of Psychology*, 44, 195–229. <https://doi.org/10.1146/annurev.ps.44.020193.001211>
- Mozes, M., Josman, Z., & Yaniv, E. (2012). Corporate social responsibility, organizational identification and motivation. *Social Responsibility Journal*, 7(2), 310–325. <https://doi.org/10.1108/174711111111141558>
- Muslimin, Z., Hajar, I., Nurwati, & Adam, L. O. B. (2017). The effect of personality traits on social identification, transformational leadership, and employees performance (Studies in provincial government Southeast Sulawesi). *The International Journal of Engineering and Science*, 6(3), 137–142. <https://doi.org/10.9790/1813-060301137142>

- Naseem, A., Sheikh, S. E., & Malik, K. P. (2011). Impact of employee satisfaction on success of organization: Relation between customer experience and employee satisfaction. *International Journal of Multidisciplinary Sciences and Engineering*, 2(5), 41–46.
- Naseer, S., Bouckenooghe, D., Syed, F., Khan, A. K., & Qazi, S. (2020). The malevolent side of organizational identification: Unraveling the impact of psychological entitlement and manipulative personality on unethical work behaviors. *Journal of Business and Psychology*, 35(1), 333–346. <https://doi.org/10.1007/s10869-019-09623-0>
- Ngo, H.-Y., Loi, R., Foley, S., Zheng, X., & Zhang, L. (2012). Perceptions of organizational context and job attitudes: The mediating effect of organizational identification. *Asia Pacific Journal of Management*, 30(1), 1–20. <https://doi.org/10.1007/s10490-012-9289-5>
- Organ, D. W., & Lingl, A. (1995). Personality, satisfaction, and organizational citizenship behavior. *The Journal of Social Psychology*, 135(3), 339–350. <https://doi.org/10.1080/00224545.1995.9713963>
- Pakistan Economic Survey. (2019-2020). *Economic Survey*. Islamabad: Economic Adviser's Wing, Finance Division. http://www.finance.gov.pk/survey/chapter_20/PES_2019_20.pdf
- Panaccio, A., & Vandenberghe, C. (2012). Five-factor model of personality and organizational commitment: The mediating role of positive and negative affective states. *Journal of Vocational Behavior*, 80(3), 647–658. <https://doi.org/10.1016/j.jvb.2012.03.002>
- Pehlivanoglu, M. C., & Köse, E. (2020). The effect of organizational identification on organizational commitment. *Journal of Business Research - Turk* 12(2), 2151–2160. <https://doi.org/10.20491/isarder.2020.968>
- Pierce, J. L., & Gardner, D. G. (2009). Relationships of personality and job characteristics with organization-based self-esteem. *Journal of Managerial Psychology*, 24(5), 392–409. <https://doi.org/10.1108/02683940910959735>
- Riketta, M. (2005). Organizational identification: A meta-analysis. *Journal of Vocational Behavior*, 66(2), 358–384. <https://doi.org/10.1016/j.jvb.2004.05.005>
- Roberts, B. W. (2006). Personality development and organizational behavior. *Research in Organizational Behavior*, 27, 1–40. [https://doi.org/10.1016/S0191-3085\(06\)27001-1](https://doi.org/10.1016/S0191-3085(06)27001-1)

- Saks, A. M., & Ashforth, B. E. (2000). The role of dispositions, entry stressors, and behavioral plasticity theory in predicting newcomers' adjustment to work. *Journal of Organizational Behavior*, 21(1), 43–62. [https://doi.org/10.1002/\(SICI\)1099-1379\(200002\)21:1](https://doi.org/10.1002/(SICI)1099-1379(200002)21:1)
- Scott, S. G., & Lane, V. R. (2000). A stakeholder approach to organizational identity. *Academy of Management Review*, 25(1), 43–62. <https://doi.org/10.2307/259262>
- Taherdoost, H. (2016). Sampling methods in research methodology: How to choose a sampling technique for research? *International Journal of Academic Research in Management*, 5(2), 18–27.
- Tarakci, M., Ateş, N. Y., Floyd, S. W., Ahn, Y., & Wooldridge, B. (2018). Performance feedback and middle managers' divergent strategic behavior: The roles of social comparisons and organizational identification. *Journal of Strategic Management*, 39(4), 1139-1162. <https://doi.org/10.1002/smj.2745>
- Tavares, S. M., Knippenberg, D. V., & Dick, R. (2015). Organizational identification and "currencies of exchange": Integrating social identity and social exchange perspectives. *Journal of Applied Social Psychology*, 46(1), 34–45. <https://doi.org/10.1111/jasp.12329>
- Thoresen, C. J., Kaplan, S., Barsky, A. P., Warren, C. R., & Chermont, K. d. (2003). The affective underpinnings of job perceptions and attitudes: A meta-analytic review and integration. *Psychological Bulletin*, 129(6), 914–945. <https://doi.org/10.1037/0033-2909.129.6.914>
- Tunc, P., Yildirim, O., Goktepe, E. A., & Çapuk, S. (2021). Investigation of the relationship between the personality, organizational identification and turnover in competitive flight model *Troy Academy*, 6(1), 1–24. <https://doi.org/10.31454/troyacademy.894141>
- Ullah, N. A., Jan, N., Pervaiz, S., Shareef, M., & Shah, B. (2016). Factors influencing employee loyalty in public sector universities of KPK, Pakistan. *Academic Journal of Management Sciences*, 4(1). http://isurs.org/uploads/contents/19-content-2016_3.pdf
- Wiesenfeld, B. M., Raghuram, S., & Garud, R. (2001). Organizational identification among virtual workers: The role of need for affiliation and perceived work-based social support. *Journal of Management*, 27(2), 213–229. <https://doi.org/10.1177/014920630102700205>

- Worchel, S., Rothgerber, H., Day, E. A., Hart, D., & Butemeyer, J. (1998). Social identity and individual productivity with groups. *British Journal of Social Psychology*, 37(4), 389–413. <https://doi.org/10.1111/j.2044-8309.1998.tb01181.x>.
- Zappalà, S., Toscano, F., & Licciardello, S. A. (2019). Towards sustainable organizations: Supervisor support, commitment to change and the mediating role of organizational identification. *Sustainability*, 11(3), 805–819. <https://doi.org/10.3390/su11030805>
- Zimmerman, R. D. (2008). Understanding the impact of personality traits on individuals' turnover decisions: A meta-analytic path model. *Personnel Psychology*, 61(2), 309–348. <https://doi.org/10.1111/j.1744-6570.2008.00115.x>