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Predicting model of organizational identity toward its effect on organizational citizenship behaviors (OCBs)

Akram Hadizadeh Moghadam and Maryam Tehrani

Faculty of Management and Accounting, Shahid Beheshti University, Tehran, Iran.

The purpose of this paper was to describe the predicting factors of organizational identity and the effect of this factor on employees' organizational citizenship behaviors (OCBs) in service industry and to develop a structural equation model for organizational identity versus OCBs. This paper was based on the results of literature review and conducting a conceptual model in order to illustrate the effects. 93 employees of one of the Iranian service company were asked as the research participants and 6 dimensions of the conceptual model were measured among them. This paper determined the main predicting factors of organizational identity and the effect of this variable on OCBs. The path analysis of the research conceptual model showed that perceived organizational competency, perceived management concern for employees', intra-organizational communication satisfaction, perceived organizational reliability are as predictors of organizational identity and this variable has a positive effect on OCBs. This paper developed a new conceptual model based on literature review and field research that has been not considered till now and offers new insights into the importance of organizational identity and OCBs.

Key words: Organizational identity, organizational citizenship behaviors, perceived management concern for employees, perceived organizational competency, intra-organizational communication satisfaction, perceived organizational reliability.

INTRODUCTION

The relationship between an individual member and the employing organization has long been known to have an impact on the attitudes, behavior and well-being of individuals. In this regard, one of the more researched construct includes organizational identification which was developed in an attempt to understand, predict and influence employee behavior (Cole and Bruch, 2006). In recent years, organizational identity has received a lot of attention in both the practitioner and academic literatures. Several disciplines (for example marketing, organization

studies, strategic management, social and organizational psychology) have examined and discussed the topic from a variety of research paradigms (Lievens, 2007). Why would organizations want to strengthen identity? Organizational identification is linked to compliance, lower turnover, and an increase in behaviors congruent with the organization's goals (Dutton et al., 1994; Haight, 2006). On the organizational level, if an organizational identity is the central, distinctive and continuous core of a shared organizational scheme, it can improve the organizational effectiveness and performance (Stimpert et al., 1998) and can act as a framing mechanism for organizational decision making (Albert and Whetten, 1985; Barney and Stewart, 2000). These effects help the organization in achieving its objectives. Barney and Stewart (2000) see organizational identity as a device to facilitate the conception and implementation of strategic action. This will eventually lead to more value for the organization. On the individual level, organizational identity influences the premises which underlie

*Corresponding author. E-mail: hadizadeh6@gmail.com. Tel: +989121075653.

Abbreviations: OCBs, Organizational citizenship behaviors; OCBO, organizational citizenship behaviors toward the organization; OCBI, organizational citizenship behaviors toward the individuals; RMSEA, root mean square error of approximation; IDEN, organizational identity.

employees' choices regarding strategic, organizational, and operational issues (Witting, 2006).

Because of the importance of organizational identity in both theoretical and research literature, it has been linked to a variety of important phenomena to find out its predicting variables and also some another variables that are affected by it, including relationships with stakeholders (Brickson, 2005), company performance (Voss et al., 2006), trust and organizational commitment (Puusa and Tolvanen, 2006), organizational culture (Ravasi and Schultz, 2006), strategic change (Nag et al., 2007), and organizational strategies (Sato, 2010), among others. Review of different research works in this area indicates that, some of the relevant studies concentrate on variables that can predict identification within the organizational context while some another studies are conducted to investigates the possible outcomes of organizational identity. Since both of these two way of research are important and necessary to investigate a given phenomena, the current study is conducted to predict some of the variables that have likely impact on employees organizational identity, meanwhile the impact of employees organizational identity on organizational citizenship behaviors is also under the investigation. It is claimed that organizational identity and identification as one of the important aspect of social identity within the work context may have strong relationship with job related attitudes and behaviors and in this way affects on organizational goal achievement and effectiveness. One of the important implications for organizational identity is its possible effect on employees' extra-role behaviors such as organizational citizenship behaviors (OCBs).

Turbulent environment have caused organizations looking for the main success factors around their ability to gain and maintain unique knowledge and skills, while in another side competitiveness as a new phenomena in today's world have increased the cost and difficulty of attracting and maintaining such valuable knowledge and skills. Managers and organizational decision makers have found that what can be considered as their competitive advantage is their success in finding critical factors that are able to inspire special kinds of motivated behaviors such as extra-role behaviors. It is because employees' extra-role behaviors such as OCBs not only show the ability of a given organization in recruiting skillful employees, but also indicate its success in maintaining such valuable social sources. Therefore, it is true to say that OCBs are appropriate signs of employee's positive feeling and image of the organization.

The purpose of this paper is to describe the predicting factors of organizational identity and the effect of this factor on employees' organizational citizenship behaviors in service industry and to develop a structural equation model for organizational identity versus organizational citizenship behaviors. Therefore, we considered perceived organizational competency, perceived management concern for employees, intra-organizational communication satisfaction and perceived organizational reliability as predictor variables of organizational identity, and examined their relationships with each other and with organizational identity toward its effect on OCBs.

Next, is literature review which includes the concept of organizational identity, its different definitions, its predicting variables within the organizations, the concept of organizational citizenship behavior, its characteristics and dimensions introduced by Organ (1988). Then the research methodology will be discussed. After that the results of the confirmatory analysis of the variables and the path analysis of the research model will be shown and finally conclusion and discussion will be represented.

LITERATURE REVIEW

Organizational identity

Organizational researchers have increasingly applied social identity theory to the workplace. As a specific form of social identification, organizational identification (henceforth identification) reflects the specific ways in which individuals define themselves in terms of their membership in a particular organization (Mael and Ashforth, 1995; Cole and Bruch, 2006). The focus on identification within organizational contexts has continued to intensify as it is purported to benefit individuals, work groups, and the organization as a whole (Ashforth and Mael, 1989; Riketta, 2005; van Dick, 2004; Cole and Bruch, 2006). Haslam et al. (2003) have gone as far to contend that without organizational identification, 'there can be no effective organizational communication, no heedful interrelating, no meaningful planning and no leadership'. In order to answer to what the organizational identity is, we should point to the philosophy of organizations in general. Organizations are social systems that are established to gain specific goals. In order words organizations are composed of different elements that are framed as unique forms with common goals and objectives. Albert and Whetten (1985) argue that organizational identity is (a) what is taken by employees to be the central attributes of the organization; (b) what makes the organization distinctive and therefore unique from other organizations in the eyes of the employees; and (c) what is perceived by employees to be enduring or continuing, regardless of objective changes in the organizational environments. The three characteristics described earlier, suggest that organizations with a strong identity have central attributes, are distinctive from other organizations and remain the same for longer periods (Witting, 2006).

The identification dimension measures the degree to which employees share common goals, norms, values, and beliefs associated with their organization's culture.

This dimension indicates how connected employees feel toward management and to their coworkers (Callaway, 2006). According to Albert and Whetten (1985), organizational identity is linked to the questions: "Who are we?" "What kind of business are we in?" and "What do we want to be?" The term embraces criteria of the organization that are central, distinctive and continuous/enduring (Sato, 2010). Therefore, we can say that organizational identity is a strategic tool for reaching to goals and visions. From Hatch's (1997) perspective organizational identity is related to ideas and experiences that members of an organization possess about their organization. In other words organizational identities refers to something that employees receive, sense and think and as a common thought of organizational values and clear characteristics is accepted. One particularly influential stream of research in the domain of organization studies has been the work of Dukerich and colleagues, distinguishing two types of organizational identities, namely (a) members' own perceptions of the image of the organization and (b) members' assessment of others' perceptions of the image of the organization. Dutton et al. (1994) labelled insiders' own image perceptions as the organization's perceived identity. So, this relates to what employees see as their organization's distinctive, central and enduring attributes as a place to work. Conversely, according to Dutton et al. (1994), the construed external image reflects the extent to which insiders experience that their organization is perceived as positive/negative by outsiders. Thus, construed external image was defined as the employees' perceptions of the external evaluation of their organization (Lievens, 2007).

Cheney (1983) reviewed internal communication pieces as a primary form of organizational communication. He also found several techniques to promote a sense of unity between an organization and the individual. Cheney (1983) identified six specific forms (Haigh and Pfau, 2006):

i) Expression of management concern for the individual – words and content that emphasize the important and integral role of employees to the organization;
ii) Recognition of individual contributions – recognizing employees for their contribution to the organization;
iii) Shared values – values employees share with the organization;
iv) Advocacy of benefits and activities – what the company does for employees, such as training;
v) Praise by outsider – encouraging employees to be part of the organization because it has won awards, been recognized as industry leaders, etc.; and
vi) Testimonials by employees – communication pieces using quotes from employees to stress the importance of belonging to the organization.

Each of these pieces of information involves an association process wherein the management concerns of the employee are identified with the organization (Christensen, 1995; Haigh and Pfau, 2006). Albert and Whetten (1985) state that organizational identities will change when organizations (Haigh and Pfau, 2006):

i) Form;
ii) Lose something that helps create identity (for example a manager or CEO);
iii) Accomplish something;
iv) Grow;
v) Experience a change in the "we" (for example takeover or merger); and
vi) Undergo cutbacks.

Finally, organizational identity is formed by top leaders' establishment of the core values and beliefs that guide and drive the organization's behavior (voss et al., 2006) and could be known as an emotional and cognitive factor for employees identification with their organization and also could be so motivational (Hatch and Achutz, 2000).

Perceived management concern for employees

The terms perceived management concern for employees and perceived management concern for customers were first introduced by Burke et al. (1992) to label the a critical dimension of psychological climate. Under their conceptualization, the management concern - for-employees dimension refers to frontline employees' cognitive appraisals of management behaviors and actions (for example teamwork, rewards and recognition, listening to employees, eliminating fear or intimidation, degree of "walking the talk") as they relate to their own well-being. Such cognitive evaluations by employees are manifestations of the management concern -for-employees' dimension of psychological climate.

The immediate consequences of psychological climate cognitions are affective (for example employee job satisfaction and affective organizational commitment). Such affective states influence employee behaviors (Schneider and White, 2004; Alexandrov and Babakus, 2007). For instance, researchers argue that management concern for employees is a prerequisite for customer acquisition and retention (Boshoff and Allen, 2000). The concept of management concern for employees is also known as labor-friendly practices. These practices are potential means of fostering shareholder value maximization. Labor-friendly programs can also be defined as those that treat employees as special stakeholders by devoting significant resources (financial and otherwise) to enhancing their welfare and helping them balance their home and work lives (Faleye and Trahan, 2007). The basic argument in favor of these programs is their potential to stimulate workforce loyalty

and foster lower absenteeism, reduced turnover, better productivity and ultimately, improved profitability and higher market valuation. Yet labor-friendly programs are not without their possible downsides. First, as illustrated in the opening paragraph, these programs can be quite costly, thereby resulting in inferior financial performance unless productivity and other gains outweigh their costs. Second, labor-friendly programs can create a sense of entitlement among workers, which reduces the company's operating flexibility and ability to adapt quickly to changing market conditions. Finally, agency theory suggests that management can pursue labor-friendly programs to further its self interest, for example, by using these programs as a quid pro quo, in which labor turns a blind eye to managerial excesses in return for above-market wages and cozy benefits (Faleye and Trahan, 2010).

Relying on social exchange theory, Eisenberger et al. (1986) and Whitener (2001) show that employees' perception of their organization's commitment to them as demonstrated by positive beneficial actions strongly influences the level of their commitment to the firm and its goals. Buck (2010) considers an expressed management concern for employees' learning, growth and development and their opportunities for advancement and promotion, and a commitment to fair decisions about advancement and promotion as a component of its engagement model. In other words if employees feel that they are as an important management concern for their organization will have more tendency to participate in organizational processes.

Perceived organizational competency

Organizational competencies include "the particular set of skills and resources an organization possesses as well as the way those resources are used to produce outcomes". It is generally agreed that these competencies must be superior to the resources of rival organizations, as well as imperfectly imitable if they are to be a source of sustainable advantage (Fiol, 2001; Subramanian, 2009). Employee's perception of organizational competency is related to their perception of (Jurie, 2000):

i) Organization's ability in its task accomplishment in a way that is consistent with its culture and mission.
ii) Organization's ability to create and develop common values and interact with its member respectfully.
iii) Organization's ability in development of collaboration and effective relationship management.
iv) Organization's ability in development of creative ideas, taking conscious risks and making decisions based on the reality.
v) Organization's ability in application of critical thinking skills in problem solving and being sure about the

alignment of all the organizational decisions toward management strategic decisions.

Perceived organizational reliability

Employee's perception of their organization's ability measures the extent to which employees can count on their coworkers, team, suppliers, or organizations to do what they say they will do and if they act consistently and dependably (Callaway, 2006).

Intra-organizational communication satisfaction

Research interest in the domain of internal communication dates back to the beginning of the twentieth century. Over the last hundred years, a large body of literature has emerged. Despite a century of enquiry, interest on the subject matter remains strong. This seems largely due to the increasing complexity of modern organizations, the dynamic and diverse environments in which they operate, and rapid advances in, and important experiences with, the information technologies they use to communicate and interact with employees (Turner et al., 2006).

Communication has been defined as sharing or exchange of thought by oral, written or nonverbal means resulting in a common understanding. In other words communication is known as the verbal and nonverbal exchange of ideas, feelings, beliefs and attitudes that enables a common understanding between sender and the receiver of a message (Diacu, 2009). Communication is vital to all functions of organizations. Mechanical systems are generally activated and coordinated through electrical impulses. Organizations, however, are different. As social systems, they are activated and coordinated through communication (Goris, 2007).

One of the important aspects of communication during organizational life refers to the ways that organizations try to communicate with their members and transfer critical information through appropriate channels to the relevant employees.

Internal communication is generally defined as the communication flow among people within the boundaries of an organization (Mazzei, 2010). It refers the degree to which information about job is transmitted by an organization to its members and among the members of an organization (Chen et al., 2006). An organization's internal communication practices consist of the full spectrum of communication activities, both formal and informal, undertaken by its members for the purpose of disseminating information to one or more audiences within the organization. This general but comprehensive definition is necessary to accurately reflect the true nature and breadth of such practices. Internal communication practices may be undertaken for the

purpose of downward, horizontal, or upward communication and may be initiated by anyone within the organization (Carrie`re and Bourque, 2009). The link between internal communication practices and employee communication satisfaction is well established. Communication audits reveal that greater communication efforts tend to result in higher levels of communication satisfaction (Hargie et al., 2002; Carrie`re and Bourque, 2009). While some researchers have suggested that an organization's members will desire "more information from other organization members regardless of the amount of information they currently receive" (Zimmerman et al., 1996), others have shown that improved internal communication decreases the gap between the amounts of information that employees desire and the amount of information they receive (Hargie et al., 2002; Carrie`re and Bourque, 2009). Communication satisfaction consists of multiple constructs such as the amount of information employees receive, the organization's communication climate, the receptivity of upward communication and employees' frequency of interaction (Zwijze-Koning and Jong, 2007). It is an employee's affective appraisal of the organization's communication practices and is a multidimensional construct. Though, the exact number of dimensions that comprise communication satisfaction is not known, eight are routinely identified (Downs and Hazen, 1977; Carrie`re and Bourque, 2009):

(1) Communication climate;
(2) Communication with supervisors;
(3) Organizational integration;
(4) Media quality;
(5) Horizontal and informal communication;
(6) Organizational perspective;
(7) Personal feedback; and
(8) Communication with subordinates.

Downs and Adrian (2004) also added two another dimensions to the 8 afore dimensions, that are: Top management communication and interdepartmental communication.

Organizational citizenship behaviors (OCBs)

The concept of OCB was first introduced by Organ in 1977. Organ used the concept of organizational citizenship to show employees' behaviors contributed to the organization by exceeding their own tasks (Yilmaz, 2009). Organizational citizenship behavior is relatively new concept considered under organizational behavior. The major research, in this relatively infant field of study has mainly taken place in the 1990s and still continuing at a stable pace (Bukhari, 2008).

Interestingly researchers define OCB in not very much different contexts and backgrounds, also there is much consistency found in their ways of interpreting this concept. OCB can be defined as a discretionary behavior that goes beyond one's official role and is intended to help other people in the organization or to show conscientiousness and support toward the organization (Yilmaz, 2009) such as defending the organization when it is criticized or urging peers to invest in the organization (Bukhari, 2008). Jacqueline et al. (2004) refers, OCB to be an extra-role behavior that is, it is any behavior not officially required by the organization; rather its practice depends solely on the consent of employee as a consequence of the organizational environment. In the interest of parsimony, some researchers reduce the set of behaviors to two broad categories: organizational citizenship behaviors toward the individuals (OCBI) – behaviors that directly benefit specific individuals and indirectly contribute to the organization and organizational citizenship behaviors toward the organization (OCBO) – behaviors that directly benefit the organization (Mayfield and Taber, 2010).

In his comprehensive and most prevalent definition of OCB, Organ (1988) in his classic book defined OCB as (Paille et al., 2010): Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system which, in the aggregate, promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable.

This definition stresses three main features of organizational citizenship behavior. First, the behavior must be voluntary. Second, the behavior benefits from the organizational perspective (Van Dyne et al., 1995). Third, organizational citizenship behavior has a multidimensional nature (Bogler and Somech, 2005).

Organizational efficiency had been found to be dependent upon individual behaviors that exceeded an employee's job description (Katz and Kahn, 1966; Dipaola and Neves, 2009). Katz and Kahn (1966) suggested that, in order for an organization to survive, individuals had to display three types of behaviors (Dipaola and Neves, 2009):

(1) They had to join and stay within the system.
(2) They had to be dependable as they performed their role within the system.
(3) They had to demonstrate "innovative and spontaneous behavior (and perform) beyond role requirements for accomplishment of organizational functions".

There are different factors that are known as OCB

antecedents these factors can be categorized in 3 groups (Mayfield and Taber, 2010):

i) Individual differences: These include stable traits or values that create persistent variation among individuals.
ii) Work attitudes: These are emotions and cognitions that are based on an individual's perceptions of the work environment.
iii) Contextual variables: These are external influences that originate in the job, work group, organization, or environment.

Organ used the concept of organizational citizenship to show employees' behaviors contributed to the organization by exceeding their own tasks. Although interest in behaviors like citizenship has increased, it can be said that there has been a lack of agreement on its dimensions (Yilmaz and Tasdan, 2009). Organ (1988) elaborated five specific categories of discretionary behaviors and the contribution of each to efficiency (Dipaola and Neves, 2009). OCB dimensions can be defined as following:

i) Altruism: altruism is management concerned with going beyond job requirements to help others with whom the individual comes into contact (Redman and Snape, 2005) and is directed toward other individuals, but contributes to group efficiency by enhancing individuals' performances; participants help new colleagues and give freely of their time (Dipaola and Neves, 2009).
ii) Conscientiousness: conscientiousness expresses certain role behaviors displayed by employees at a level that exceeds the expected. In other words, it is sincere devotion to the organization, as well as respect for the rules of the organization beyond the organization's requirements (Yilmaz and Tasdan, 2009). It means the thorough adherence to organizational rules and procedures, even when no one is watching. It is believed to be, the mindfulness that a person never forgets to be a part of a system (organization) (Bukhari, 2008).
iii) Civic virtue: civic virtue means having a thorough knowledge of things happening in the organization with, for example, certain interest in new developments, work methods and company policies and self-improvement efforts (Yilmaz and Tasdan, 2009). This dimension promotes the interests of the organization broadly; participants voluntarily serve on committees and attend functions (Dipaola and Neves, 2009).
iv) Sportsmanship: sportsmanship means not complaining in case of problems. In this sense, sportsmanship is related to avoiding negative behaviors (Yilaz and Neves, 2009). This increases the amount of time spent on organizational endeavors; participants decrease time spent on whining, complaining and carping (Dipaola and Neves, 2009).
v) Courtesy: courtesy is related to undertaking and carrying out the obligation of cooperation with others (Yilmaz and Neves, 2009). It means that they treat others with respect (Appelbaum et al., 2004) and prevents problems and facilitates constructive use of time; participants give advance notices, timely reminders, and appropriate information (Dipaola and Neves, 2009).

Research conceptual model

Conceptual model is a theoretical framework based on the theoretical relationships among research variables. This kind of model is designed logically through investigation of research and literal background of the interested subject. Based on the literature review of the current research subject, conceptual model of the research is as following:

Based on the research conceptual model we can investigate the relationships in the frame of 7 hypothesis:

H_1: Perceived organizational competency has a positive effect on intra-organizational communication satisfaction.
H_2: Perceived management concern for employees has a positive effect on perceived organizational reliability.
H_3: Intra-organizational communication satisfaction has a positive effect on employees' organizational identity.
H_4: Perceive organizational reliability has a positive effect on employees' organizational identity.
H_5: Intra-organizational communication satisfaction mediates the relationship between perceived organizational competency and organizational identity.
H_6: Perceive organizational reliability mediates the relationship between perceived management concern for employees and organizational identity.
H_7: Employees' organizational identity has a positive effect on OCBs.

METHODOLOGY

Participants

To test the hypothesis authors conducted their work among the employees of one of the Iranian Service Companies. The company consisted of 200 employees. To test the research conceptual model 100 questionnaires were distributed among the employees who have been in this company for at least 10 years. Therefore, this research was concentrated on the employees with proper organizational experience. 93 questionnaires were returned for a response rate of 93%. 60% of participants were male and 40% were female. Of the participants, 7% had high school degree, 43% had bachelor degree and 50% had M.A degree.

Measures

Data collection was conducted by using a questionnaire consisted of 6 sets of questions: Organizational identity was measured by using 5 questions. In order to measure perceived management concern for employee, perceived organizational competency and perceived organizational reliability Shockley-Zalabak, Ellis, and Cesaria (2000) instrument was taken. 5 questions measured
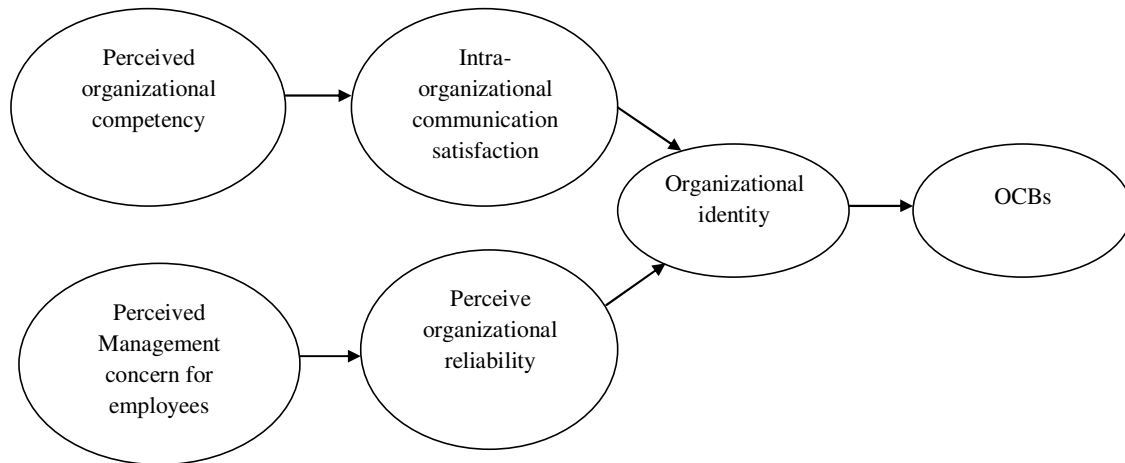
Figure 1. Research conceptual model.

perceived management concern for employees, 3 questions measured perceived organizational competency, and 15 questions measured employees' satisfaction of intra-organizational communication. Downs and Hazen (1977), instrument was used to measure employees' satisfaction of intra-organizational organizational communication. This instrument consists of 8 dimensions but based on our research subject and the conceptual model we concentrated on 3 dimensions as (1) top management communication, (2) supervisor communication and (3) interdepartmental communication, for measuring employees' satisfaction of intra-organizational communication. 5 questions were considered for measuring organizational identity and finally, organizational citizenship behavior was measured by taking a questionnaire developed by Organ and Kanosky (1996). This instrument consists of 15 questions that are aimed to measure 5 dimensions: (1) altruism, (2) conscientiousness, (3) civic virtue, (4) sportsmanship and (5) courtesy.

RESEARCH FINDINGS

In this study hypothesis and conceptual model were tested by taking Lisrel 8.5 software. Of course first of all it was necessary to make sure that each of the exogenous and endogenous variables measurement models are efficient enough. The results of the confirmatory analysis of the research variables are shown in the following figures:

Confirmatory analysis of the exogenous variables

The amount of P-value (0.00000), Chi-square (72.07) and T-value for the perceived management concern for employees and perceived organizational competency variables are shown in Figure 1. Since the amount of root mean square error of approximation (RMSEA) index (0.074) and Chi-square/df index (2.48) are consistent with their standard modes [(RMSEA<0.08) and (3>chi-square/df)], therefore, the measurement models of

perceived management concern for employees and perceived organizational competency as the exogenous variables of this research have appropriate fitness (Figure 2).

### Confirmatory analysis of the endogenous variables

Based on the amount of P-value (0.00000), Chi-square (72.07) and T-value in the Figure 3 and also the amount of RMSEA index (0.074) and chi-square/df index (1.847) that are consistent with their standard modes [(RMSEA<0.08) and (3>chi-square/df)] measurement model of intra-organizational communication satisfaction variable also has an appropriate fitness in this research.

The result of the confirmatory analysis for 2 of the research endogenous variables with the amount of P-value (0.00000), Chi-square (302.02) and T-value is shown in the Figure 4. Since the amount of RMSEA index (0.042) and Chi-square/df index (2.60) in these measurement models are consistent with their standard modes [(RMSEA<0.08) and (3>chi-square/df)] it can be concluded that the measurement models of these endogenous variables have also appropriate fitness.

The result of the confirmatory analysis for the research final endogenous variable (OCB) with the amount of P-value (0.00284), Chi-square (109.63) and T-value is also shown in the Figure 5. Since the amount of RMSEA index (0.075) and Chi-square/df index (1.522) are consistent with their standard modes [(RMSEA<0.08) and (3>chi-square/df)] it can be concluded that the predicting model of this variable has also an appropriate fitness.
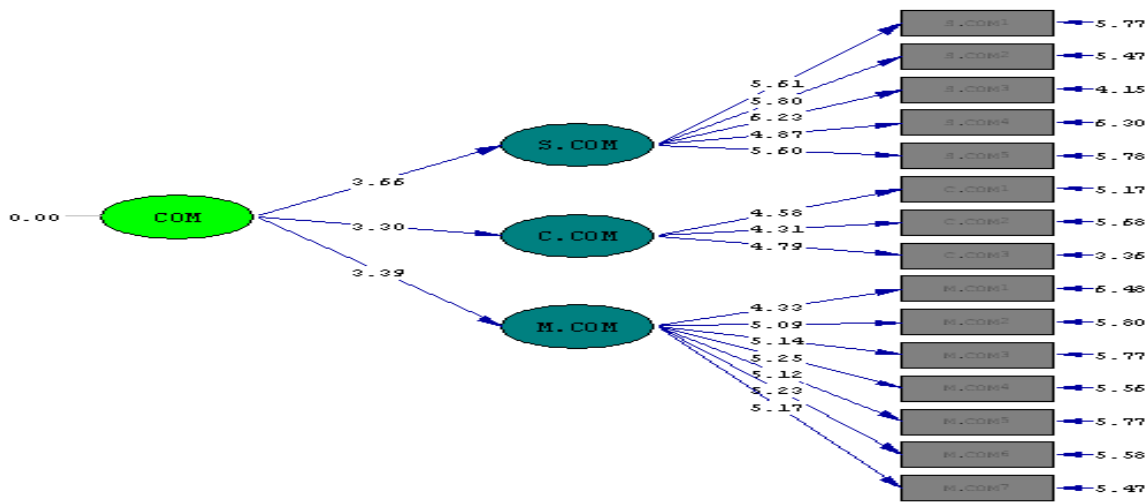
The path analysis of the research model

The result of the research structural equation model in its
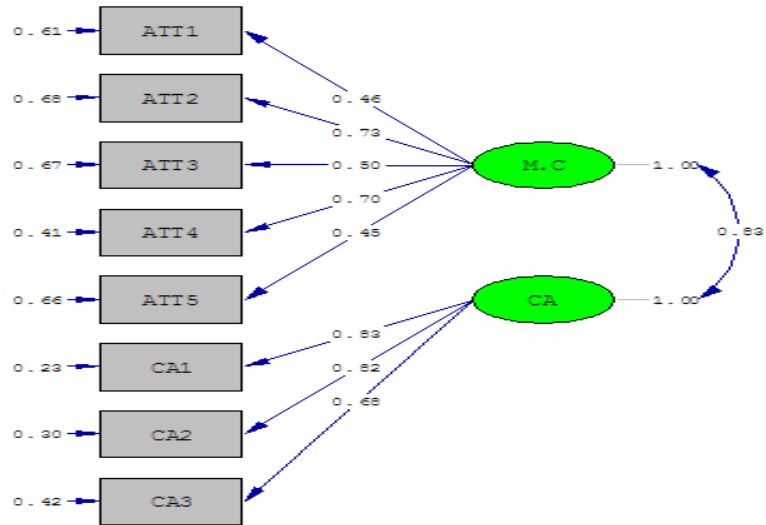
Chi-Square=72.07, df=29, P-value=0.00000, RMSEA=0.074

Figure 2. Confirmatory analysis of perceived management concern for employees (M.C) and perceived organizational competency (CO).

Chi-Square=133.64, df=87, P-value=0.00098, RMSEA=0.076

Figure 3. Confirmatory analysis of intra-organizational communication satisfaction (CO).

significant number and standard estimate is shown in the Figures 6 and 7. The hypothesis tests (confirmation or disproval) are based on the significant numbers and the amount of the effects between variables are based on the standard estimates. The significant numbers in Figure 6 show that all the predicted effects are meaningful and positive in the structural equation model of the research and the standard estimates of the model in Figure 7 indicate the amount of each positive meaningful effect. The results of the hypothesis tests are as following:

Perceived organizational competenct has a positive effect (80%) on intra-organizational communication satisfaction (confirmation of H_1). Intra-organizational communication satisfaction has a positive effect (27%) on management identity (confirmation of H_3). Therefore, H5 that is about the mediating role of Intra-organizational communication satisfaction in the relationship between perceived organizational competency and organizational identity is also confirmed (confirmation of H_5). It means that perceive organizational competency has an indirect
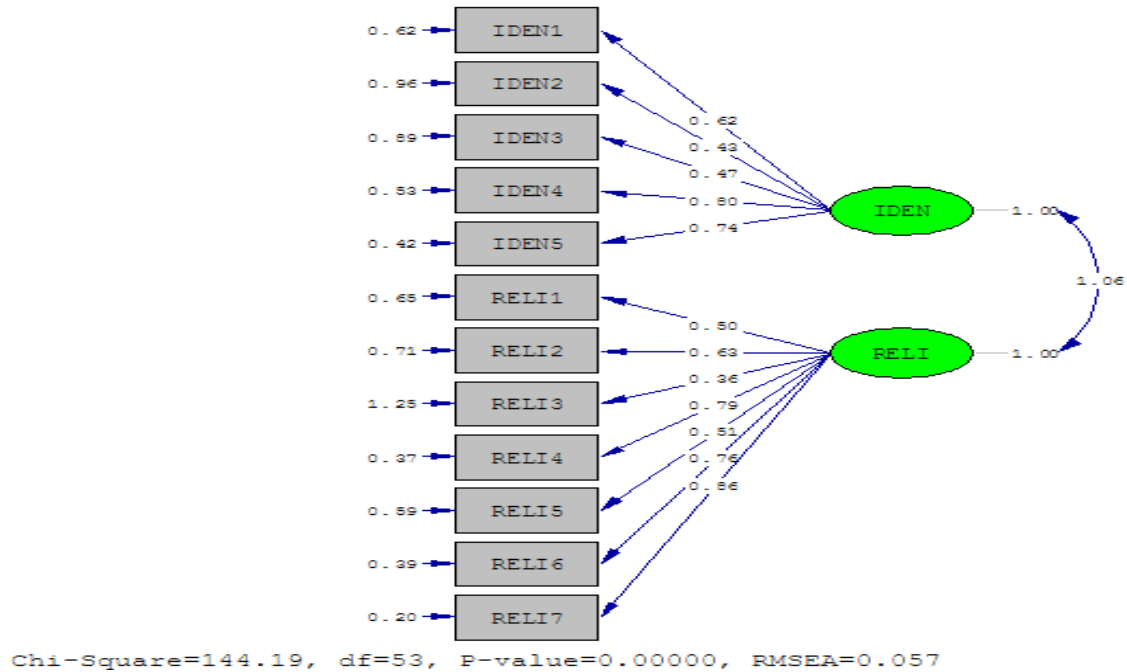
Chi-Square=144.19, df=53, P-value=0.00000, RMSEA=0.057

Figure 4. Confirmatory analysis of organizational identity (IDEN) and perceived organizational reliability (RELI).

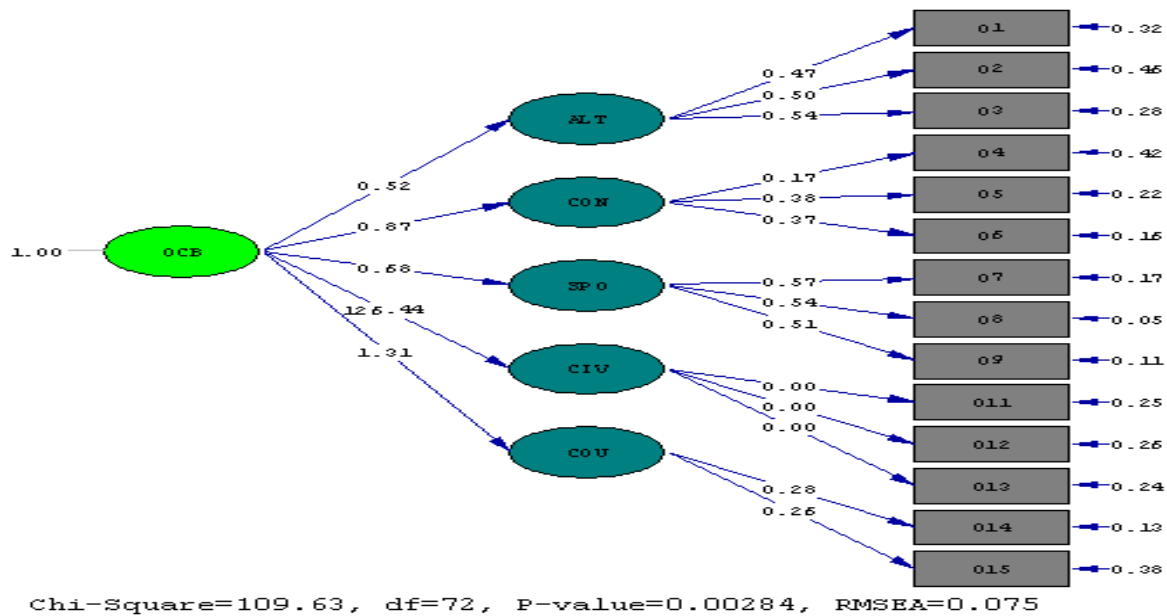Chi-Square=109.63, df=72, P-value=0.00284, RMSEA=0.075

Figure 5. Confirmatory analysis of OCB.

positive effect (21%) on organizational identity.

Perceived management concern for employees' has a positive effect (102%) on perceived organizational reliability (confirmation of H_2). The results show that organizational reliability has a positive effect (86%) on organizational identity (confirmation of H_4). Therefore it can be concluded that perceived organizational reliability has a mediating role in the relationship between perceived management concern for employees' and organizational identity (confirmation of H_6). Perceived
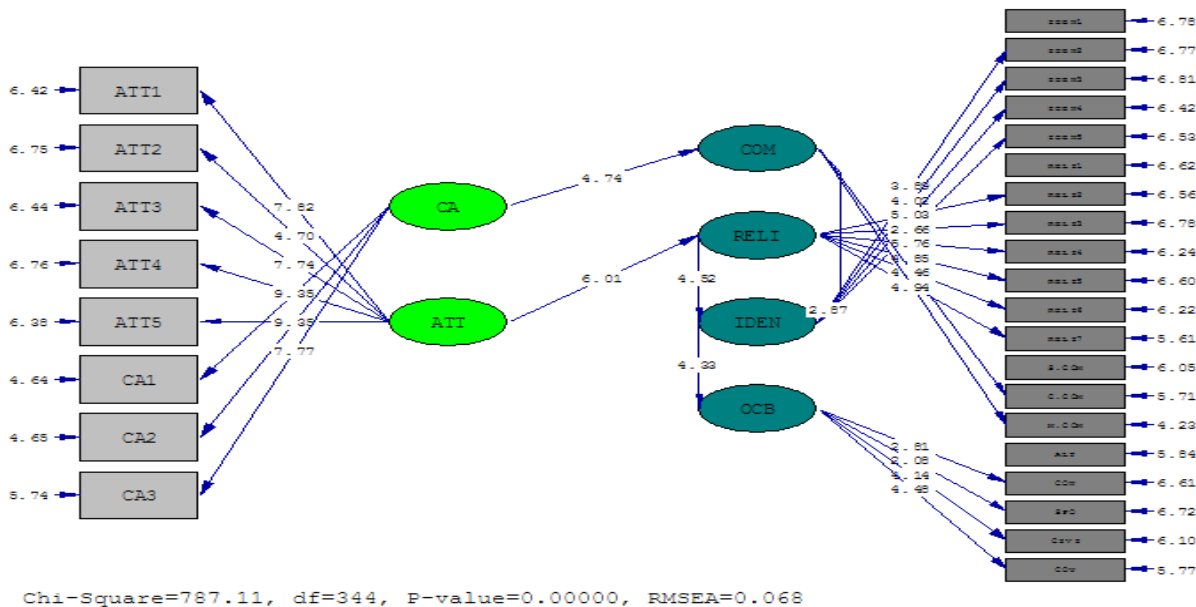
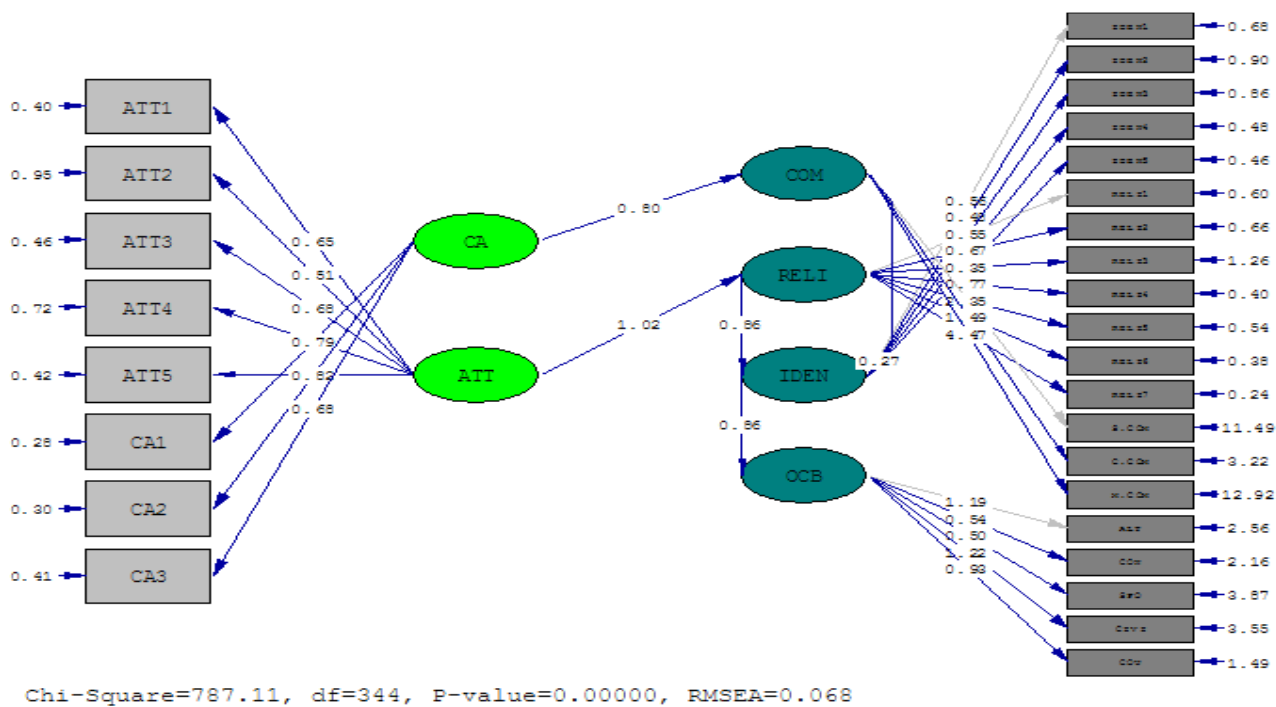**Figure 6.** Significant numbers of the research model.

Figure 7. Standard estimates of the research model.

management concern for employees' has an indirect effect (87%) on organizational identity. The result of the research also shows that organizational identity has a positive effect on employees' tendency toward organizational citizenship behaviors (confirmation of H_7).

DISCUSSION

The result of this research indicated that employee's perception of their organization' competency has a positive effect on their satisfaction with the

intra-organizational communication. It means that if employees believe in their organization's ability and competency or if they believe that their organization is capable enough to make appropriate decisions and also to have effective practices, they will have better feelings while they are involved in intra-organizational communication with their supervisors, top managers and colleagues. Among different dimensions of intra-organizational communication, these 3 groups of individuals play important roles in shaping employees' attitude about their intra-organizational communication. Therefore, based on the result of our research, employees' perception of their organizational competency causes them to have positive evaluations of their communicative processes with their supervisors, top managers and colleagues and. Such employees accept what they receive from each of these groups and share what they know with them enthusiastically. In such situations fellow of critical information will be also facilitated through the organization.

Another finding of this research showed that employees' positive feeling of intra-organizational communication can help them to identify themselves with their organization. Those who are satisfied with supervisor, top management and colleague communications think of integration with their organization and since such employees have positive, effective feelings within their organizational context, this effective feeling improve their organizational honor that can lead to their tendency to be identified with their organization. Therefore, it can be concluded that employees' perception of their organizational competency increase their organizational identity through their satisfaction with their intra-organizational communication.

The result of the research model's path analysis also showed that, if employees believe their managers care about them and concern for their needs and welfare in all the organizational decisions and practices, they will feel more comfortable with their organization and consider it as reliable, especially in critical situations. Perceived organizational reliability is a kind of cognitive perception that is affected by employees' evaluation of their organization's supportive practices. In other words if employees find out that they can rely on their organization when they need its help and support, they will have strong positive organizational image and a strong desire to identify themselves with the organization they work.

Finally, the result of the research model examination revealed a positive effect of employee's organizational identity on their desire toward extra role behaviors that were considered as OCBs in the current research. Higher levels of employees' organizational identification improve their link to the organization and also increase their motivation to devote their endeavors to the achievement of organizational goals. Since organizational identity shows the priority and the centrality of the organizational work in its employees' organizational life, those who try to identify themselves with their organization will have more desire to be engaged in behaviors such as OCBs that can facilitate their organization's success. Despite these extra role behaviors are not considered as employees' formal obligations, they can be occurred in an organization if its employees would like to be identified by their organization.

CONCLUSION AND RECOMMENDATIONS

This research provides a number of contributions to the theoretical debate about organizational identity, its predicting factors and the effect of employees' organizational identity on their OCBs, that is developing a new model of organizational identity predicting factors towards its effect OCBs.

The first contribution is that, this study explored the effect of perceived organizational competency and perceived management concern for employees and the mediating roles of intra-organizational communication satisfaction for the first time. The second contribution refers to this fact that higher levels of employees' satisfaction with their organizations' communicative practices does lead to suitable organizational outcomes such as employees' tendencies toward extra job behaviors such as OCBs and finally the result of the current study tried to make organizational designer, organizational decision makers and managers pay much more attentions to organizational identity in their organizational endeavors.

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