Relationship between Job Satisfaction, Job Performance and Team Identity: An investigation of the Mediating Role of the Corporate Identity

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Abstract

Job satisfaction refers to the positive attitudes or emotional dispositions people may gain from work or through aspects of work. Employees' job satisfaction becomes a central attention in the researches and discussions in work and organizational psychology because it is believed to have a relationship with the job performance. The relationship between job satisfaction and job performance has a long and controversial history. A link does exist between job satisfaction and job performance; however, it is not as strong as one would like to believe. The weak link may be attributed to factors such as job structure or economic conditions. This study examined the role of team identity on job satisfaction and job performance regarding the mediating role of the organizational identity. This paper is a correlation type using descriptive methods with applied goals. Our statistical population included all 420 male and female staffs of the telecommunication department in Eastern Azerbaijan province, Iran in 2014. Using stratified random sampling, a sample size of 180 people was achieved. Data was gathered through a standard questionnaire of job satisfaction by Brifield and Roots, job performance by Paterson, team identity, and organizational identity by Vandick *et al*. For evaluating the correlation of latent and observed variables in a conceptual pattern, structural equations were used. The results showed that the team identity and organizational identity and job satisfaction and performance had a positive and significant correlation. Also, there was no significant correlation between team identity and job satisfaction and performance. The correlation between team identity and job satisfaction and performance was also mediated by the organizational identity. Based on the results, the team identity improved the organizational identity. As the organizational identity improved, job satisfaction and performance of the staffs of the telecommunication department increase.

Keywords: Team identity, organizational identity, job satisfaction, job performance.

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1. Introduction

Job satisfaction is significant because a person's attitude and beliefs may affect his or her behavior. Attitudes and beliefs may cause a person to work harder or work less. Job satisfaction also impacts a person's general well-being for the simple reason that people spend a good part of the day at work. Consequently, a person's dissatisfaction with work could lead to dissatisfaction in other areas of life. Life satisfaction is often considered separately from job satisfaction with regard to productivity in the workplace, but since the majority of this research is correlational, it is crucial to explore potential relationships between these two factors themselves rather than strictly with regard to performance. Employee satisfaction is of utmost importance for employees to remain happy and also deliver their level best. Satisfied employees are the ones who are extremely loyal towards their organization and stick to it even in the worst scenario. The first benefit of employee satisfaction is that individuals hardly think of leaving their current jobs. Employee satisfaction is essential to ensure higher revenues for the organization. Satisfied employees tend to adjust more and handle pressure with ease as compared to frustrated ones.

Some major issues in the perception of the self are the individual identity, team identity, organizational identity and social identity. Organizational and team identity and the efforts to develop and strengthen them are important for managers because the identity of individuals with the organization causes a reduction in staff desertions, increases behaviors of consistence, aligns individuals with the organization's goals and finally helps in achieving the goals of the organization (Qolipur *et al*., 2011). Identity - self-concept - is a covering term that includes a variety of attributes of other identities (Asttz and Burke, 2000; Stryker, 1987). One of the general classic classifications about the identity is the distinction between individual and social identity. Individual identity refers to an identity with the roles and attitudes while social identity is related to grouping and group membership (Obschonka and *et al*., 2012). In this paper, we focus on the social identity, especially team and organizational identity.

2. Literature review

Social identity theory is best described as a theory that predicts certain intergroup behaviors on the basis of perceived group status differences, the perceived legitimacy and stability of those status differences, and the perceived ability to move from one group to another. A social group

is a collection of individuals who understand themselves as members of the same social group. Membership in a social group can have either positive or negative influence on individual's self-image. As individuals try to gain and maintain a positive self-image, they tend to seek membership in a group that contributes to positive social identity (Ruhl 2011). Social identity theory refers to reaching to the identity of individuals with the particular social group which determines their willingness for behavior in terms of the membership in the group. Social identity is defined as the perception of belongingness to a certain social group (Carmeli *et al*., 2006, as cited in Amirkhani and Aghaz, 2011). Over the past decades, organizational researchers have widely employed the social identity theory in corporate environments (Cole and Bruckk, 2006; Ashforth and Miles, 1989). According to this theory, the concept of "self" is made up of individual identity which includes individual features such as abilities and interests. People tend to classify the others as members of different social groups such as organizational group, sex group and peer group. Classification enables individuals to order their social environment and to identify themselves and others in that environment, so social identity is defined as the perception of belongingness to a particular group (Miles and Ashfort, 1992). So social identity can be seen as a form of the self-realization of oneself against others (Moinee Alamradi, 2001; as cited in Qolipur *et al*., 2011). The relationship between social identity and career choices has been studied for several decades (Gottfredson, 1981). Also the relationship between organizational behavior and social identity has attracted much attention so far among researchers (Abrams *et al*., 1998; Fielding *et al*., 2008; Terry *et al*., 1999).

Compared with the individual identity that focuses mostly on the individual characteristics (i.e., self-identity), the concept of social identity focuses mostly on the social context in which professional growth and career selection occurs (Terry & Hogg, 1996). According to Vondracek *et al*. (1986) individual cannot understand career development and career selections without the social context which affects these processes and decisions (Silbereisen 2002). In recent years, many articles have been published about the benefits of social identity theory to understand organizational behavior in a variety of areas (Elemz *et al*., 2004; Gatam *et al*., 2004; Haslam *et al*., 2003; Van Dick *et al*., 2004). In this study social identity approach (Haslam *et al*., 2000; Haslam and border, 2005) has been used as the theoretical assumptions.

Although individuals may have identity with the multiple organizational groups, the most basic organizational identity is the identity with the organization as a whole (i.e., organizational identity) and the identity with the work unit in which people are doing their daily work and activities (i.e., the identity team) (Van Dick *et al*., 2008; Van Knippenberg & Van Schie, 2000).

Organizational identity is a special case of social identity (Gautametet al., 2004; as cited in Katrinli *et al*., 2009). According to Mael & Ashforth (2000), there is little agreement on the meaning and definition of the organizational identity and organizational identity as a special case of social identity indicates the specific methods by which individuals define and know themselves in terms of their membership in a particular organization (Cole & Bruck, 2006). The concept of Organizational Identity which was introduced in 1985 by Albert and Ton includes the features of an organization whose members have understood themselves as a continuous organization and have unique core features (Sillince, 2006, quoted fromQolipur *et al*., 2011). Also organizational identity refers to the extent which employees of an organization define themselves through a similar feature as organizational characteristics (Kuhn & Nelson, 2002; as cited in the Amirkhani& Aghaz, 2011). This issue is known as a form of the broader concept of social identity (Amirkhani & Aghaz, 2011). In addition, individuals having an organizational identity have a certain identity with the unit of work that they are doing as their daily activities, which is a team identity (Van Dick *et al*., 2008; Van Kanyponorg, Van Shay, 2000). Although the team identity and the organization identity may be positively correlated with each other, both forms of identity are considered independent of each other to a certain extent.According to Van Dick *et al*. (2008), these are the cases in which there is a negative correlation between these two types of identity. For example, the norms and team values are in conflict with the organization. By examining this issue previous researches have concentrated on distinct relations of team and organizational identity with job behaviors and attitudes. Especially Van Knypnvrg and Van shay (2000) and Van Dick *et al* (2004) believe that the team and organization identities must be considered as separate sources having different relationships with attitudes and behaviors related to job. They believe that the team identity should be stronger than the organizational identity and they suggests this assumption that the activities in an organization usually

occurs in the working group context rather than in the organizational context.

Widely accepted positive consequences of a group come into existence from team and organizational identity. For example, Doten *et al.* (1994) showed that in the higher organizational and team identities, most likely one has to collaborate with others in the organization, to compete more strongly with those outside the group and to demonstrate behaviors which are beyond of their role (Doten *et al.*, 1994). Meta-analysis of Rykta (2005) and Rykta and Van Dick (2005) showed that organizational identity and group identity were associated with variables such as job satisfaction, Meta behaviors, job involvement and desire of leaving duties. Research of Van Dick *et al.* (2008) showed that there was a mutual relationship between organizational and team identities and job satisfaction and citizenship behaviors. With regard to the fact that the personnel have a prominent role in the organizational performance and job satisfaction, this also plays a significant role in the efficiency and performance of the organization .This also indicates that the organizational effectiveness incorporates variables such as performance, commitment, confidence and ethical behavior in employees (Zaminee, 2011) and that there is a relationship between organizational and team identities and these variables. Therefore, we can conclude that the organizational and team identities are effective in the efficiency and organizational effectiveness. Thus, such research seems necessary. Van Dick *et al.* (2004) suggests that the people whose identity is strong in their organization have a more positive perception of their actual job which leads to a higher level in job satisfaction.

Organizational behavior is a factor which greatly affects an individual's job satisfaction (Ostovar & Amirzadeh Khatuni, 2008). Job satisfaction is one of the special concepts in industrial and organizational psychology which has been investigated widely (Shakeri nia &Nabavi, 2009). According to many experts, in industrial and organizational psychology, job satisfaction has been the most important research area (Amirkabiri *et al.*, 2011). Job satisfaction is defined as the employee's satisfaction of his job (Kaldi *et al.*, 2003). When an individual assists the organization effectively in achieving its objectives, he is satisfied of his profession and also does something interesting (Sorenson *et al.*, 2009).

Literature on organizational identity shows that almost all researchers consider the organizational identity useful for the organizational performance and efficiency (Van Kenipnourk, 2000).

Job performance is one of the effective factors in organizations that has been an important subject for the organizational studies and research centers (Ejei *et al*., 2009). Performance is a term that not only includes the concept of the work and individual but also includes the results of the work (Qasemzadeh *et al*., 2012). One of the major topics discussed in organizational issues focuses on the understanding the causes of employees' job performance including the entrusted duties that are related to the business activities, (Farokhnezhad *et al*., 2011).

The subject discussed in this study focuses on whether corporate identity and team identity have mutual effects on attitude and behavior of individuals' job. Furthermore, does the corporate identity in the relationship between the team identity and job outcomes play a mediating role? Investigation of the mediating role of the corporate identity in relation to a team identity, with its possible consequences, is important because the working groups and organizations may not always have equal effects on a person's confidence. For example, high team identity along with low corporate identity can motivate people to act on behalf of the working team and not on behalf of the organization (Van Dick *et al*., 2008). The present study was carried out to clarify the mediating effect of the organizational identity through the organizational approach.

In sum, based on what was stated theoretical and conceptual model of the relationship between the team identity and the consequences of job satisfaction and job performance with the mediating role of the organizational identity could be presented as follows.
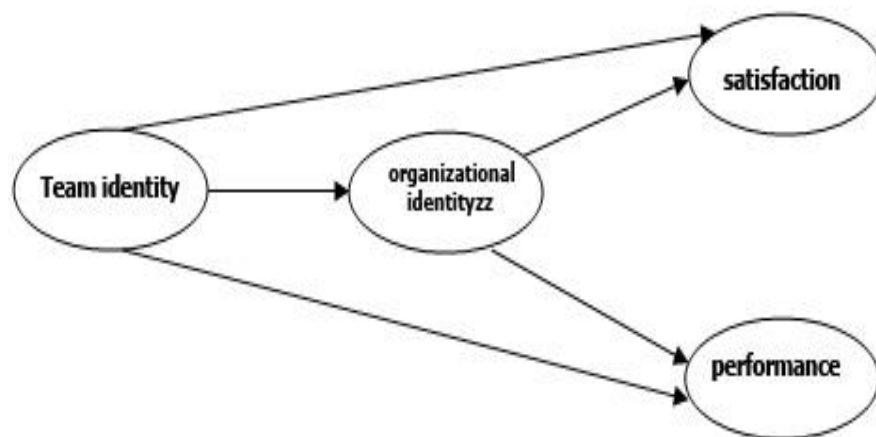

Figure 1. Conceptual model of the relationships between research variables

Based on this model, the main question was whether the causal effect of team identity on job satisfaction and job performance is mediated through the organizational identity of employees.

3. Methodology

Since the objective of this study was to determine the casual relationships between the team identity and the individual outcomes (job satisfaction and job performance) in terms of the conceptual model, it was a descriptive research in terms of data collection and Structural Equation Modeling was used for analysis. Structural equation modeling is a multivariate statistical analysis technique that is used to analyze structural relationships. This technique is the combination of factor analysis and multiple regression analysis, and it is used to analyze the structural relationship between measured variables and latent constructs. In this analytical research, the independent variable was the team identity, the mediating variable was organizational identity and the dependent variable was job satisfaction and job performance. Population of this study consisted of all employees of the Telecommunication department in East Azerbaijan, Iran in 2014 (n: 420). Based on the statistical power confirmed greater than 0.8 and significance level close to zero in analysis of hypothesis, sample of the study included 180 employees. As for the sampling method, stratified random sampling was used.

4. Research Tools

The following standard questionnaires were used for collecting data.

Job satisfaction questionnaire: To assess the degree of job satisfaction among the subjects, 5-item questionnaire of Brayfield & Roths (1951) was used. This questionnaire evaluated employee's satisfaction based on a continuum of complete satisfaction (5) to lack of satisfaction (1), which is formulated in the form of indirect expressions.

Job performance questionnaire: This questionnaire includes 15 questions about job performance provided by Paterson and translated by Shekarkan and Arshadi in Iran in 1990. This Questionnaire was answered based on Likert scale 5 (completely strongly disagree=1 to totally agree = 5). Face and content validity and reliability of these tools have been approved by Shekarkan and Arshadi and Salehi (Moghimee, 2012).

Team identity and Organizational Identity questionnaire: Each of the variables of the team identity and Organizational Identity were

examined by using two standard Questionnaires of 6 items developed by Van Dick et al. (2008). This Questionnaire measures team and organizational identity based on the Likert type (completely strongly disagree 1 = to totally agree = 5). The total marks obtained in each of the two Questionnaires show the rate of person's team identity and organizational identity. Reliability and validity of this questionnaire have been confirmed by previous studies (Van Dick et al., 2004; Van Dick et al., 2008).

To estimate the reliability of the internal consistency of the questionnaire items in the present study, Cornbrash's alpha was used. The reliability coefficients of the team identity, Organizational Identity, job satisfaction and job performance were 0.78, 0.83, 0.89 and 0.77 respectively. Thus; all the questionnaires had high reliability.

Although these scales are standard and have been frequently used in psychological research, to examine the validity of the present questionnaires, the data obtained through these scales were included in a group of factor analysis sample. This analysis was performed by Exploratory Factor Analysis by the way of Principle Components (PC) with Varimax rotation. Coefficient value KMO (sampling adequacy ratio) which was obtained was equal to 0.88 and the Bartlett test square was 1607.5 that was significant in the level of 0.10 and the sign is to sampling adequacy and instance variables for the factor analysis. The results were confirmed and an aggregation of the variance was about 66%.The present study was carried out to evaluate the relationship between hidden variables, to measure the conceptual model and to use a structural equation modeling.

5.Research findings

Table 1 shows the mean and standard deviation scores of employees in each research variables.

Table 1. Mean and standard deviation scores of employees

Descriptive	Team Identity	Organizational Identity	Job Satisfaction	Job Performance
Variables	3.9	3.97	3.6	4.1
Standard Deviation	0.36	0.63	0.71	0.46

Correlation between the research variables is presented in Table 2. As it can be seen in the table 2, the correlation coefficient between the research variables was significant. The highest correlation is for the relationship between job satisfaction and organizational identity and the lowest correlation is for the relationship between team identity and job performance. Through the analysis of the correlations between the external and internal variables it could be concluded that any increase in the degrees of employees' sense of team identity was aligned with the increase in the scores of job satisfaction and job performance in subjects of the study. Also, any increase in the sense of Organizational Identity was aligned with the increase in the scores of job satisfaction and job performance.

Table 2. Correlation between research variables

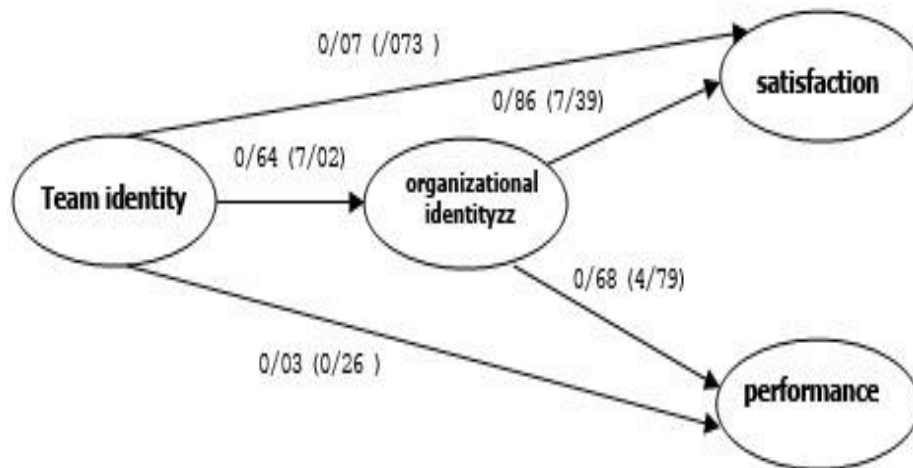| Descriptive	Team Identity	Organizational Identity	Satisfaction	Performance
Team Identity	1			
Organizational Identity	0.53	1		
Satisfaction	0.41	0.72	1	
Performance	0.32	0.56	0.37	1

Figure 2. Pattern of structural function after fitting the data with a given pattern

In order to understand causal relationships and the impact of team identity on the potential consequences of better occupations, a path analysis was conducted using structural equation modeling.

The output of the software regarding standard estimated (Figure 2) as well as significant numbers of the path analysis. In the research hypotheses (Table 3), values indicated a good fit between the model and amount of square ratio; the degrees of freedom was equal to 32.2 which was 3 degrees smaller than the allowed amount, and RMSEA value was equal to 0.07 which was smaller than 0.08. The most effected ratio was related to the sense of organizational identity on job satisfaction which is 0.86 and the effect related to the organizational identity could be seen on job performance with a coefficient of 0.68 respectively. All coefficients were significant except the effect of the team identity coefficients on job satisfaction and job performance.

Sense of team identity had a direct, positive and significant effect on the organizational identity with a coefficient of 0.64. Direction of organizational identity also had a positive causal significant effect on the job satisfaction with a coefficient of 0.86. Meanwhile it could be seen that the direct effect of the team identity was not significant on job satisfaction. Therefore, in this model the mediating role of the organizational identity was confirmed in the relationship between job satisfaction and team identity. Considering the confirmation of the mediating role of the organizational identity, team identity had an indirect, positive and meaningful effect on the job satisfaction with a coefficient of 0.55.

In summary, based on the findings of this study, it can be argued that the mediating role of the organizational identity is confirmed in relationship between the team identity and job satisfaction and job performance. It means that according to the present study only the team identity does not lead to job satisfaction and job performance but with the mediating role of the organizational identity, the team identity can have indirect causal effect on job satisfaction and job performance. In other words, individuals with high levels of the organizational and team identities will have high levels of job satisfaction and job performance.

Table 3. Coefficients of the direct and indirect effect of the team identity on the job satisfaction and job performance through identity

Assumptions path		Standardized path coefficient	The result T
Team identity	➤ organizational	0.64	7.02 Direct effect
Team identity	➤ job satisfaction	0.07	0.73 Direct effectNo
Team identity	➤ job performance	0.03	0.26Direct effectNo
organizational identity	➤ satisfaction	0.86	0.39 Direct effect
organizational identity	➤ performance	0.68	4/79 Direct effect
Team identity	➤ Satisfaction(through organizational identity)	0.55	- Direct effect
Team identity	➤ performance(through organizational identity)	-0.44	- Direct effect

X2 = 300.16, df = 129 , X2/df =2.32 , RMSEA = 07., CFI = 95. , GFI = 84/. ,NFI = 92.

6. Discussion

The present study was conducted to investigate the mediating role of the organizational identity in the relationship between the team identity and job satisfaction and job performance. The use of social identity theory is common in the literature on the organizational behavior. Over the past decades, organizational researchers have widely used this theory in organizational environments (Cole and Bruch, 2006). The relationship between the social identity and career choices, which has been studies for several decades (Gottfredson, 2002) as well as the relationship between the organizational behavior and the social identity, have already attracted much attention among researchers (Abrams *et al*., 1998; Fielding *et al*., 2008; Terry *et al*., 1999).

In the present research, educational personnel reported that they had a higher sense of team and organizational identity than the average level. This indicated that at least the subjects of this study had high team and organizational identities. Also employee of present sample had a high level of job satisfaction and job performance. The results showed the mediating role of the organizational identity in relationship between the team identity and job satisfaction and job performance. Significant and positive correlation was observed between organizational identity

and job satisfaction and job performance in the present research. Most of the research conducted in the field of organizational identity has expressed the fact that organizational and team identities are two factors affecting the increase of performance and productivity in organizations (Allahyari *et al*., 2011). Findings of this study were in line with findings of the studies conducted by Van Dick et al (2008) and Allahyari *et al*. (2011) and they were reasonable and consistent with the social identity theory .Social identity theory suggests that people's dependency and attachment to their organizations will make them define themselves based on the characteristics of the organizations and see their identity within their organizations (Bergami & Bagozzi, 2000; Van Dick *et al*., 2008).Van Dick *et al*. (2008) also argued that Organizational Identity could predict the consequences of behavioral, emotional and cognitive traits such as job satisfaction, motivations for leaving a job, and organizational citizenship behaviors. Rykta's meta-analysis review (2005) also supports this finding. Rykta (2005) believed that due to the creation of the inner motivations in individuals, organizational identity could be one of the predictors of the function activity and job involvement. Also several studies (Haslam *et al*., 2003;Ggne & Deci, 2005; Knippenberg & Sleebos, 2006; Meyer *et al*., 2006; as cited in Qolipur and Amiri, 2009) showed that the concept of organizational commitment and organizational identity can have a close relationship with each other. Generally, it seems that giving importance to inner groups and valuing them plays an essential role in the positive inner experience. In other words, people who pay more attention to their inner group evaluate themselves more positively and these positive assessments partly causes an increase of satisfaction and has positive effect on them. In this study, the mediating role of the organizational identity was confirmed regarding the relationship between the team identity and job satisfaction and job performance.There was no formal study about the mediating role of organizational identity in the relationship between the team identity and job performance. However, findings of this study were consistent with a similar study conducted by Van Dick *et al*. (2008). In their study, these researchers confirmed interactive role of the team and organizational identities in predicting job satisfaction and organizational citizenship behavior. This means that employees who had higher levels of organizational identity and team identity had a higher level of job satisfaction and better organizational citizenship behavior. This hypothesis was confirmed in this study too. In other words, when employees have high

organizational identity, they feel more satisfied and have better job performance. This finding is also consistent with the findings of Rykta (2005) and Rykta and Van Dick (2005). Meta-analysis that was presented by Rykta (2005) and Rykta and Van Dick (2005) showed that organizational identity and team identity were related to variables such as job satisfaction, inner and ultra-character behavior, job involvement and willingness to leave the duty. Research of Van Dick *et al*. (2008) also showed that there was a mutual relationship between organizational identity, team identity, job satisfaction and citizenship behavior.

Senior managers play an important role in shaping organizational identity. The ability of managers to make appropriate and effective strategic decisions to improve the position of the organizations and the competence, credibility, reputation of their expertise will result in a better identification of the employees of their own organizations. Factors like increase of knowledge in practices, techniques and decision making skills among managers will cause an improvement in the ability of managers to make strategic decisions, especially in the times of crisis. On the other hand, avoiding biased actions and one-sided and prejudiced decisions in choosing managers, investigating the managers' performance in previous jobs and positions and evaluating their reputation in the community will result in the selection of managers based on their fitness with these characteristics and provide the formation of a coherent and consistent organizational identity. Organizational identity links the employee with the organization in a way that he should follow the same organizational goals and should consider himself as a part of organization and this behavior will lead to job satisfaction and job performance.

6. Conclusion
In sum, based on the available theoretical and research foundations, it can be said that managers can increase the interest and attempts of their employees by achieving the goals of organization by increasing organizational and team identities. Thus, according to the results of this study and similar studies, managers should improve the perception of their staff, create an appropriate content and atmosphere in organization based on the position of staff for the success of organization, hold training courses to become familiar with different aspects of satisfaction and job performance, and make employees see their identity in organization and consider the goals and values of the organization as

their own goals and values. Consequently, it can be said that both theoretical and research foundations and present study confirmed the role of identity in the job satisfaction and job performance. However, what is more important is the quality of the validation tools which are used to measure research variables. Although these tools have been used in various studies, operational definitions of these variables can vary from culture to culture. Despite the above limitations, in this study a new and growing field of study has emerged. Structural team identity is one of the few variables in the area of management and organizational behavior that arise inside. In this regard, some issues in the context of this article can be identified for future research. It is necessary to say that regarding the relationship between organizational and team identities and job satisfaction and job performance by using other tools, further research should be done and more attention should be paid to the role of the moderating variables and a possible mediator.

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