Organizational identity, employee's organizational identification and well-being

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Purpose (1 of 2)

The concept of *organizational identity* emphasizes the role of internal processes in defining a collective and shared understanding of the distinctive values of an organization (e.g., Albert & Whetten, 1985), while the personal-level construct of *organizational identification* concerns a perceived oneness with an organization and the experience of the organization's successes and failures as one's own (Mael & Ashfort, 1992).

The present study aimed to investigate the relationship between organizational identity and organizational identification, in affecting **individual well-being**.

In particular, we assumed that a peculiar organizational identity type matches with specific organizational values and beliefs (Albert & Whetten, 1985). The more an employee will perceive these values as congruent with its identification with his/her organization, the more he/she will try well-being at work.

In the first phase of this study we conducted an analysis of the scientific literature focused on organizational identity (Albert & Whetten, 1985; Dutton e Duckerich, 1991; Elsbach & Kramer, 1996; Foreman & Whetten, 2002; Brikson, 2005)
In the light of past contributions, we propose **three macro-categorial facets of organizational identity**. They are the following (*see Figure 1*):
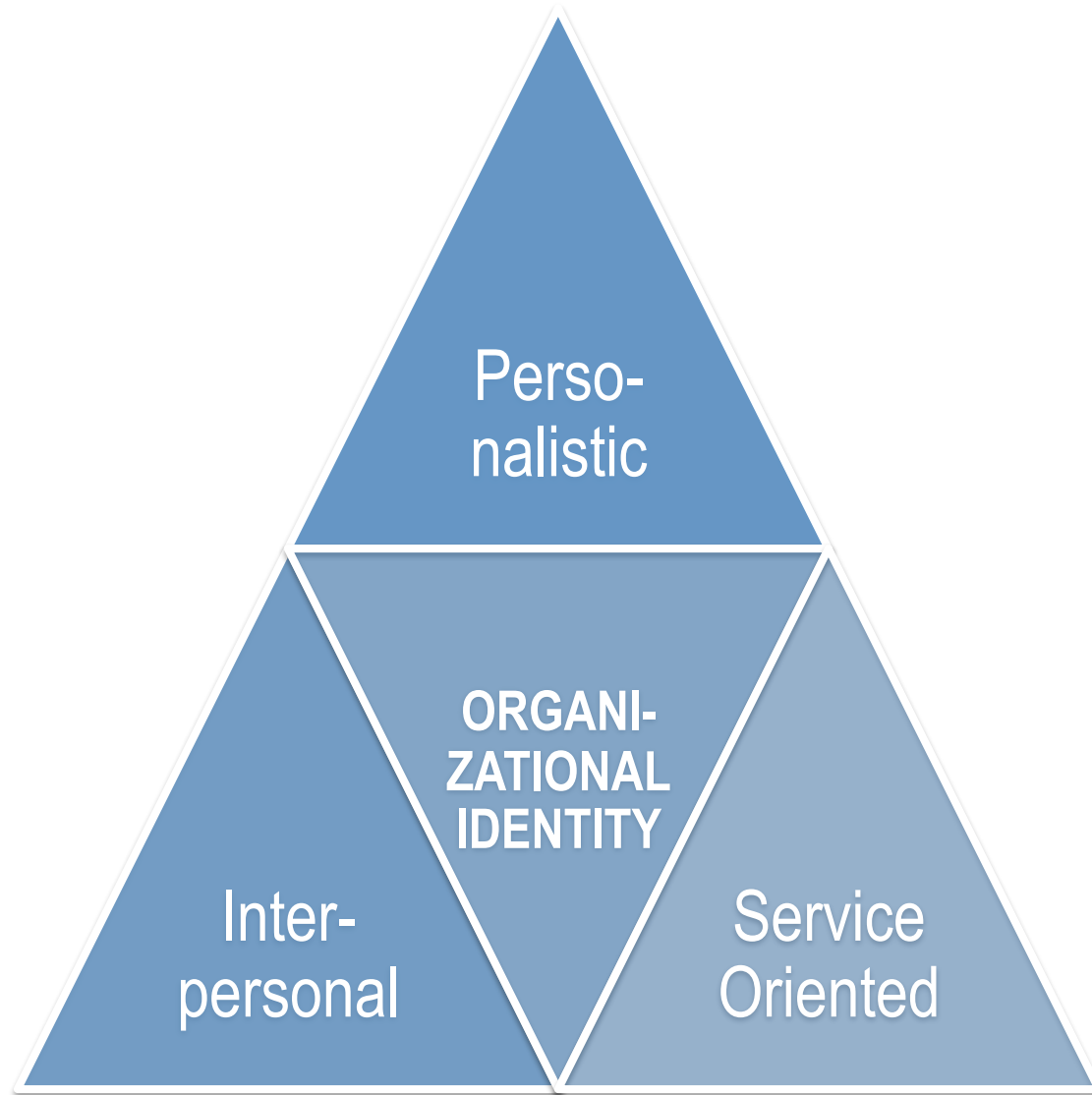
Figure 1. Types of organizational identity.

Personalistic
Organizations strongly oriented to success, to business and to their task.

Service Oriented
Organizations that pursue the mere achievement of their task.

Interpersonal
Organizations more oriented toward the welfare of the community and of stakeholders.

Three Italian companies have been evaluated in respect to their identity profiles on the three characteristics mentioned earlier (from 1: not present to 5: all); they were assessed on the basis of identities and document issues and image artefacts (i.e., CSR, Organizational reports, web site), through a grid.

A self-report survey evaluating individual well-being was administered to employees of the three organizations involved in this study (OPRA: Magnani, Mancini, & Majer, 2009).

Results

Overall, results indicate that organizations high in personalistic and oriented-service identity are those with the lowest level of satisfaction and the highest rate of turnover intentions of their employees.

Moreover, organizational identification plays a partial effect of mediation in the relationship between organizational identity and well-being: higher levels of employee identification generate lower levels of psychosocial risk and higher levels of well-being of the employee (*see Figure 2*).
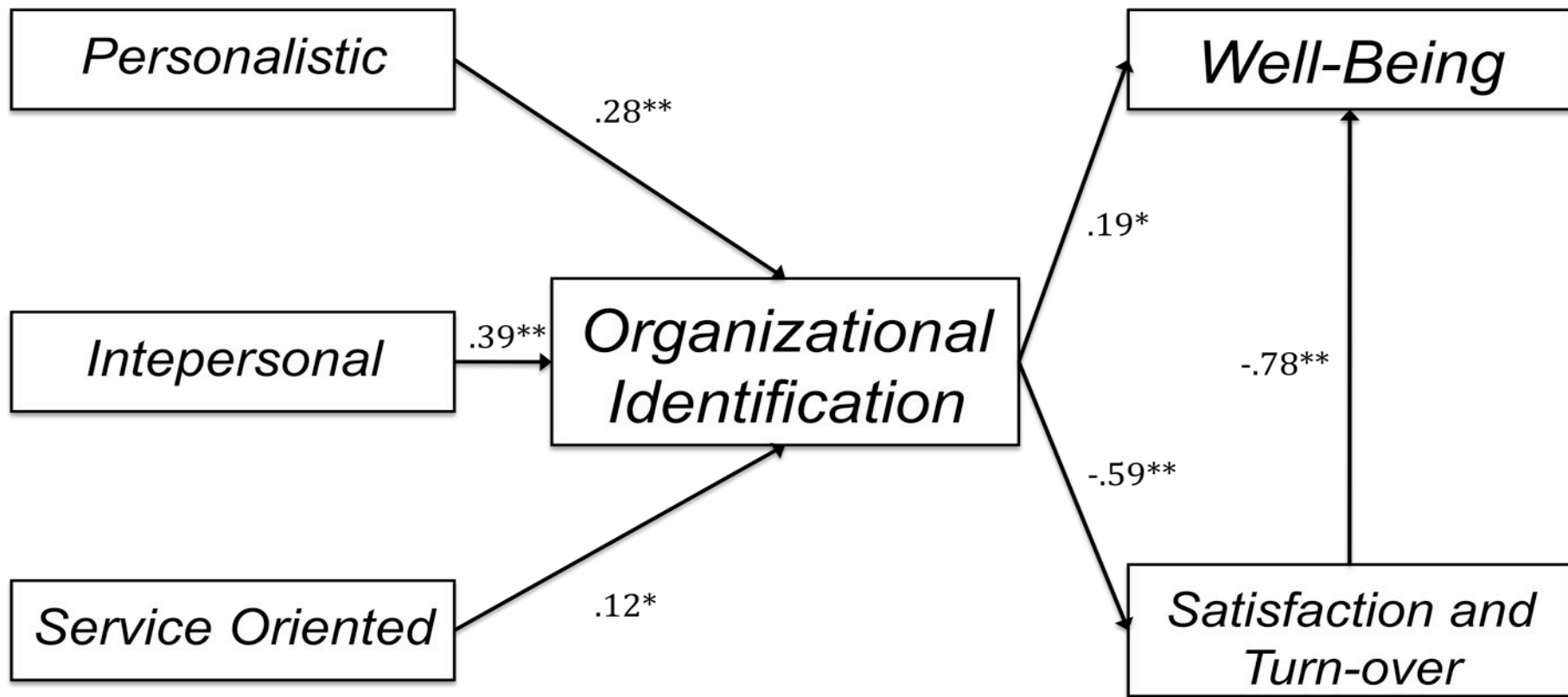
Figure 2. Multiple Regression Model between organizational identity types, organizational identification, and outcomes.

Discussion and limitations

Organizational identity affects organizational identification and this, in turn, seems to influence well-being, satisfaction and turnover intentions of employees.

The main limitation of this study is the small number of companies involved and their limited geographical extension. Further research should use a larger sample of organizations, considering differences between companies operating in different geographical areas.

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