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### Orijinal Makale / Original Article

## Work-Related Identity Differences: Individual and Organizational Outcomes

### İşle İlgili Kimlik Farklılıkları: Bireysel ve Örgütsel Çıktılar

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#### ABSTRACT

This study examined the effects of work-related identity differences on individual and organizational outcomes. Employee income, ownership structure (public/private), number of employees, establishment date of the institution and sectoral differences are considered work-related differences. Job satisfaction and organizational commitment are considered individual career outcomes; intention to quit and organizational performance are considered organizational effectiveness outcomes. In this context, the validity and future of the effects of work-related differences of employees on individual and organizational outcomes are discussed. The research method of this study is quantitative, which is based on social identity theory. The hypotheses were tested through 532 questionnaire data collected by the snowball sampling method. The analysis revealed that the model had high explanatory power.

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#### ÖZ

Bu araştırma da çalışanların işleriyle ilgili farklılıklarından kaynaklı sahip oldukları kimliğin bireysel ve örgütsel çıktılar üzerindeki etkisi incelenmektedir. Çalışanın geliri, çalışılan kurumun statüsü (kamu/özel), kurumun yaşı, çalışan sayısı ve çalışılan sektör işle ilgili farklılıklar olarak ele alınmaktadır. İş tatmini ve örgütsel bağlılık bireysel kariyer çıktıları; işten ayrılma niyeti ve örgütsel performans örgütsel etkililik çıktıları olarak ele alınmaktadır. Bu bağlamda, çalışanların işle ilgili farklılıklarının bireysel ve örgütsel çıktılar üzerindeki etkisinin geçerliliği ve geleceği tartışılmaktadır. Sosyal kimlik teorisini temel alan bu çalışmanın araştırma yöntemi nicel desenlidir. Ortaya konan hipotezler, anket yönetimiyle temin edilen veriler aracılığıyla test edilmiştir. Elde edilen verilere uygulanan analiz sonuçları modelin açıklayıcılık gücünün yüksek olduğunu göstermektedir.

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## 1. INTRODUCTION

Identity is a reflection of people's lifestyles and thought structures. Identity has different meanings according to interpretation and perception. In this context, identity refers to individuality in one way and acquires a collective structure in the other. Every person has an identity, which is not limited to the information contained in the official records. This identity has a structure that differentiates people and reveals their belonging. When classifying people according to their differences, demographic and inborn features are the primary differences; personal and social values, expectations, experience, and abilities are also considered to be secondary. Primary difference dimensions are elements, such as age, race, ethnicity, gender, and physical characteristics that show the inherent differences of individuals, and they are the basic elements that are easily noticed and do not change. Secondary difference dimensions are individuals' beliefs, educational levels, marital status, socioeconomic status, which are not easily understood at first glance and are not generally easier to change. The identity of the employees arising from their diversity related to their works is also in the category of secondary differences. In the context of working life, diversities are considered a strategy to achieve organizational goals. When organizations adopt an approach that accepts differences as a strategy, diversity management becomes a tool for achieving organizational goals. This focus facilitates managers to link organizational goals with individual and organizational outcomes.

Income, institutional status, institutional age and sectoral differences may affect the life of employees by shaping attitudes and behaviors. This study examined the differentiating effect of work-related identity differences on individual and organizational outcomes. Job satisfaction and organizational commitment are considered individual career outcomes; intention to quit and organizational performance are considered organizational effectiveness outcomes. In this context, the validity and future of the effect of work-related differences of employees on individual and organizational outcomes are discussed.

## 2. METHODOLOGY

This quantitative research was conducted through surveys collected from the 532 participants working in Istanbul using the snowball sampling method. This study had an explanatory research method as it measures its differences about its work with individual and organizational outcomes in terms of its purpose. The design model of this study included a causal context. This study had a cross-sectional screening method concerning the time covered by the research. The sample of this study consisted of employees from different sectors. A normal distribution test was performed with SPSS 20 package programs. Besides, frequency testing, validity, and reliability tests were also performed.

Independent sample t-test, ANOVA, Scheffe, and Tukey-B test were used to examine whether work-related identity differences of employees had differentiating effects on individual and organizational outcome variables.

The main hypotheses of this study are:

- H1: Work-related identity differences affect individual outcomes.
- H2: Work-related identity differences affect organizational outcomes.

In the research, the employees were asked to answer open-ended questions about employee income, ownership structure (public/private), number of employees, establishment date of the institution, and sectoral differences. Organizational commitment scale was developed by McKay et al. (2007) which contains 4 items. Job satisfaction scale was developed by Brimhall et al. (2014) which contains 4 items. Intention to quit work scale was developed by McKay et al. which contains 2 items. Organizational performance scale was developed by Erdem et al. (2011) which contains 7 items. The model of the research is as follows (Fig. 1):

## 3. FINDINGS

For the data obtained as a result of the questionnaire, explanatory factor analysis, reliability analysis and normal distribution test analyzes were evaluated with the SPSS 20 programs. In the explanatory factor analysis, the Kaiser-Meyer-Olkin (KMO) test was performed to measure the sample adequacy. It was determined that the KMO value was above 0.80 for individual and organizational outcome variables. The Alpha model was used while evaluating reliability analysis. Cronbach alpha values of individual and organizational outcome variables were above 0.90.

### 3.1. Testing the Differences of Variables According to Participants' Characteristics

Independent Sample T-Test and One way analysis of variance (ANOVA) were used to examine whether the identity structures of employees and socioeconomic char-

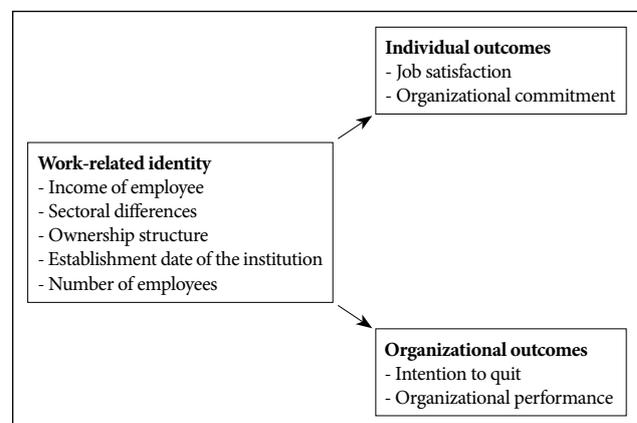


Figure 1. Research Model.

acteristics had a differentiating effect on the variables in the research model and Scheffe and Tukey-B Tests to find the origin of the difference. In the event that the Scheffe and Tukey-B Tests from the SPSS analysis did not yield any findings, we also made evaluations by looking at the means of the answers given by the participants. In this context, we interpreted values as follows to evaluate the means of the answers given by the participants: 1.00 to 1.80 as “none”, 1.81-2.50 as “rarely”, 2.51 and 3.50 as “sometimes”, 3.51 and 4.20 as “usually”, and 4.21 and 5.00 as “always”.

One way analysis of variance (ANOVA) test was applied to investigate the differentiating effect of the income of the employees on the variables. The results obtained are shown in Table 1 below.

As Table 1 indicates, the income of the employees had a differentiating effect on job satisfaction, organizational commitment and intention to quit. As income increased, job satisfaction and organizational commitment tended to be negative. A similar situation was valid in the intention to quit. There was no relation between income and organizational performance perception.

Independent Sample t-test was applied to investigate the differentiating effect of the ownership structure of the employees on the examined variables. The results obtained are shown in Table 2 below.

As Table 2 indicates, the ownership structure of the employees had a differentiating effect on all variables. The perceptions of employees working in private status institutions

**Table 1.** The Differentiating Effect of Income on Variables

Income	n	Mean	SD	F	Sig.
Job satisfaction					
2000 and lower	130	3.4865	1.02881	5.455	0.001
2001-3500	153	3.3203	1.09592		
3501-4500	73	3.1541	1.16192		
4500+	176	2.9474	1.43989		
Organizational commitment					
2000 and lower	130	3.1731	1.24197	2.996	0.031
2001-3500	153	2.9967	1.26471		
3501-4500	73	2.9007	1.22385		
4500+	176	2.7287	1.38173		
Intention to quit					
2000 and lower	130	2.9769	1.28627	3.039	0.029
2001-3500	153	3.0850	1.25760		
3501-4500	73	3.1575	1.20149		
4500+	176	2.7131	1.43976		

SD: Standard deviation

**Table 2.** The Differentiating Effect of Ownership Structure on Variables

Institution status	n	Mean	SD	t	p
Job satisfaction					
Public	341	3.3915	1.20429	=Varyans	5.981
Private	191	2.7107	1.35254		
Organizational commitment					
Public	341	3.2397	1.23665	=Varyans	7.508
Private	191	2.3992	1.24207		
Intention to quit					
Public	341	3.0630	1.30372	=Varyans	2.745
Private	191	2.7356	1.34829		
Organizational performance					
Public	341	3.7394	0.92321	=Varyans	5.725
Private	191	3.2730	0.86099		

SD: Standard deviation

were significantly negative compared to those working in public institutions.

ANOVA test was applied to investigate the differentiating effect of the establishment date of institution on the variables. The results obtained are shown in Table 3 below.

As Table 3 indicates, the establishment date of the institution has a differentiating effect on all variables. The findings showed that job satisfaction and organizational commitment were low in mature companies with an age of 21-40 years. A similar result was valid in the intention to quit. The institutions with the highest perception of organizational performance were young companies in the 1-10 year range.

ANOVA test was applied to investigate the differentiating effect of the number of employees on the variables. The results obtained are shown in Table 4 below.

As Table 4 indicates, the number of employees had a differentiating effect on all variables. The institutions with the lowest job satisfaction and organizational commitment were institutions with 51-150 employees. A similar situation was valid in the intention to quit.

ANOVA test was applied to investigate the differentiating effect of the sectoral differences on the variables. The results obtained are shown in Table 5 below.

As Table 5 indicates, the sectoral differences had a differentiating effect on all variables. The job satisfaction level of technology sector employees was higher than others. The

findings showed that the education sector follows. Job satisfaction level of service sector employees was lowest compared to others; and finance sector follows. Compared with the financial sector with the lowest organizational commitment, it was found that the highest organizational commitment was in the food and technology sector. Compared to the construction and finance sector, where the intention to quit was the highest, the lowest intention to quit was found in the technology and education sector. Compared with the technology sector, where perceived organizational performance was the most positive, perceived organizational performance in the construction sector was significantly negative.

#### 4. DISCUSSION

When the existence of the differentiating effect of income, institutional status, institutional age and sector characteristics on individual career outcomes and organizational effectiveness outcomes have been investigated, the findings have shown that as the income of the employees increases, job satisfaction and organizational commitment decrease. In addition, those who have the highest intention to quit are employees with a monthly income of 3501-4500 TL. It has been stated in many previous studies that money motivates people. However, it is not necessary that the motivating and happy ones are the same. No significant

**Table 3.** The Differentiating Effect of Establishment Date of Institution on Variables

Age institution	n	Mean	SD	F	Sig.
Job satisfaction					
1-10 year	212	3.3349	1.23959	5.754	0.000
11-20 year	107	3.5257	1.10900		
21-40 year	135	2.5407	1.36323		
41+	78	3.1667	1.25529		
Organizational commitment					
1-10 year	212	3.1179	1.22581	3.617	0.000
11-20 year	107	3.2967	1.28035		
21-40 year	135	2.4037	1.30905		
41+	78	2.8814	1.24690		
Intention to quit					
1-10 year	212	3.0896	1.31397	4.460	0.000
11-20 year	107	3.1355	1.26932		
21-40 year	135	2.4222	1.29128		
41+	78	3.1987	1.28765		
Organizational performance					
1-10 year	212	3.5168	0.99004	6.368	0.000
11-20 year	107	3.8278	0.91173		
21-40 year	135	3.4169	0.76016		
41+	78	3.6392	0.97809		

SD: Standard deviation

**Table 4.** The Differentiating Effect of Number of Employees on Variables

Number of employees	n	Mean	SD	F	Sig.
Job satisfaction					
1-25 person	137	3.4361	1.17222	15.463	0.000
26-50 person	111	3.3649	1.13006		
51-150 person	116	2.6034	1.57289		
150+	168	3.1429	1.18517		
Organizational commitment					
1-25 person	137	3.3978	1.11990	11.790	0.000
26-50 person	111	3.0676	1.10831		
51-150 person	116	2.4418	1.50303		
150+	168	2.8199	1.27708		
Intention to quit					
1-25 person	137	3.2080	1.27135	9.988	0.000
26-50 person	111	3.1667	1.27267		
51-150 person	116	2.5474	1.55616		
150+	168	2.8601	1.16193		
Organizational performance					
1-25 person	137	3.6757	0.96712	4.437	0.000
26-50 person	111	3.5521	0.92411		
51-150 person	116	3.4618	0.85078		
150+	168	3.5765	0.94759		

SD: Standard deviation

difference was found between the well-being of the richest people on the Forbes 400 list and shepherds living in the Masai tribe in the right Africa in the studies conducted by Diener et al. (1993). On the other hand, income for people living in poor countries is related to job satisfaction and general happiness. However, when the individual reaches a comfortable living level, the relationship between income and job satisfaction is almost lost (Judge & Hurst, 2007).

When compared with the institutional status, the organizational commitment and job satisfaction levels of the employees with special status are lower than the employees with public status. In many previous studies, it is stated that the increase in organizational effectiveness depends on the working environment with a healthy atmosphere and job satisfaction (Bateman & Organ, 1983; Batlis, 1980; Çekmecelioğlu, 2006; Sabuncuoğlu & Tüz, 2001). It is not surprising that employees who spend most of a day in their workplaces want to be happy, peaceful and satisfied. In a study examining the effects of job insecurity perception on organizational commitment and job satisfaction of employees of public and private status of institutions in Turkey, the findings have shown that employees of public status of the institution have higher levels of loyalty and satisfaction due to their long-term employment opportunities and job guarantees (Ilkım & Derin, 2018). A recent study indicated that the economic conditions of Turkey affect the feelings of job insecurity (Poyraz & Kama, 2008).

It has been determined that the institutions' age has a differentiating effect on the organizational commitment and job satisfaction level. Perception of the employees in the 21-40 years range is low about job satisfaction and organizational commitment. The majority of the studies on organizational age evaluate the organizational age in two dimensions as young and old. According to Autio et al. (2000, p. 922), those under the age of 22 are young organizations; those over the age of 22 are considered older. According to Notta and Vlachvei (2008), organizations under 10 years are considered young, and organizations over 10 years are considered old. Ouimet and Zarutskie (2014, p. 397) classifies the organization age as 1-5, 6-10, 11-15, 16-20 and interprets the young/old organization distinction according to these values. A similar classification is a study conducted by Rebelo and Gomes (2011, p. 178) evaluating the organizational age between the ages of 1-10, 11-20, 21-30, 31-40, 41-50 and 51-99. In this context, it can be said that the institutions whose organizational age is between 21-40 are accepted as old organizations. According to Mintzberg (2011), formalization and bureaucratic structuring come along as the organization grows older. For example, simple organic structures become functional organizational structures. When evaluated in this context, as the age of the institution grows, the size of the organization increases and the visibility of the employees decreases within the organization. This situa-

**Table 5.** The Differentiating Effect of Sector on Variables

Sector	n	Mean	SD	F	Sig.
Job satisfaction					
Education	134	3.4142	1.15325	5.75	0.000
Entertainment	24	3.5208	1.17704		
Finance	14	2.8750	1.18788		
Food	24	3.4271	1.39385		
Service	158	2.7231	1.43506		
Construction	36	2.9097	1.07097		
Health	38	2.9079	1.38820		
Technology	81	3.6759	0.98856		
Textile	23	2.8913	1.35014		
Organizational commitment					
Education	134	2.9422	1.16453	3.62	0.000
Entertainment	24	3.3229	1.07461		
Finance	14	2.6786	1.21064		
Food	24	3.5729	1.31975		
Service	158	2.6582	1.41431		
Construction	36	2.7222	1.15384		
Health	38	2.7368	1.43549		
Technology	81	3.4012	1.14815		
Textile	23	2.9674	1.41482		
Intention to quit					
Education	134	3.2351	1.19788	4.46	0.000
Entertainment	24	3.1250	1.26190		
Finance	14	2.5357	1.51231		
Food	24	3.5417	1.41357		
Service	158	2.5348	1.38476		
Construction	36	2.6944	1.05748		
Health	38	2.9474	1.24548		
Technology	81	3.2531	1.30653		
Textile	23	2.8261	1.33662		
Organizational performance					
Education	134	3.3380	0.97813	6.37	0.000
Entertainment	24	3.8929	0.71024		
Finance	14	3.4694	0.96635		
Food	24	3.6726	1.10052		
Service	158	3.5090	0.82664		
Construction	36	3.2540	1.06747		
Health	38	3.4211	1.04078		
Technology	81	4.1129	0.67828		
Textile	23	3.8323	0.79148		

SD: Standard deviation

tion may affect employees' attitudes, behaviors and perceptions in the organization negatively.

It has been determined that the number of employees of the institutions has a differentiating effect on the organizational commitment and job satisfaction level. Perception

of the employees in the 51-150 number range is low job satisfaction and organizational commitment. Blau (1968) defines the size of the organization structurally according to the number of employees. Many studies have emphasized that the effects of organizational size on organiza-

tional behavior variables arenegative. Behemot Syndrome emerges with the increase in the organization activities, the increase in the number of employees, and the excessive expansion of the organizational structure in the horizontal and vertical direction. Behemot syndrome is a situation in which the growing organizational volume decreases the job satisfaction of the employees and increases absenteeism. Absenteeism makes the difficulty of harmonization process. Difficulty in the harmonization process reduces productivity. In summary, excessive expansion of organizations reveals a series of troublesome symptoms and problems that come with turning into a bulky structure (Keçecioğlu, 2018, p. 179).

When the sector is considered, the perception of service sector employees is low job satisfaction, organizational commitment and organizational performance and also high intention to quit. It can be said that the working conditions and earnings of service sector workers have an impact on these negative evaluations. The most positive perception was in the technology sector employees. The non-hierarchical organizational structure is dominant in the technology sector with a more organic organizational structure, flexible, non-standardized relationships, duties and responsibilities. Burns and Stalker (1961) describe the effects of mechanical and organic organizational structures on the satisfaction and productivity level of employees in their studies, in which they examine the importance of the relationship between organizational structure and working conditions.

## 5. CONCLUSION

This study examined the differentiating effect of work-related identity differences on job satisfaction and organizational commitment as individual career outcomes, and organizational performance, and intention to quit as organizational outcomes. In this context result of the analyzes said that it has a differentiating effect on employees' income, ownership structure status, establishment date age of the institution and sectoral differences on individual and organizational outcomes.

Time and resource limitation in research is important that adversely affects to reach a different sample. In this context, increasing the sample size of the study, focusing on different cities or regions, and making comparative analyses are important in terms of being an idea for future studies.

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