

**Effects of Organizational Identification and National Identity Perception
on Employees' Organizational Citizenship Behavior, Job Involvement
and Job Performance**



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in partial fulfillment of the requirement for the degree of
MASTER OF PHILOSOPHY

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Dedication

I would like to dedicate this to my parents who are the main sources of inspiration for my higher education. They would be the happiest people for my achieving degree.

The Author

Declaration

I hereby affirm that this M.Phil thesis entitled “Effects of Organizational Identification and National Identity Perception on Employees’ Organizational Citizenship Behavior, Job Involvement and Job Performance” represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed. The thesis was not submitted in the same or in a substantially similar version, not even partially, to another examination board and was not published elsewhere.

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Approval

I am very pleased to certify that the thesis entitled “Effect of Organizational Identification and National Identity Perception on Employees’ Organizational Citizenship Behavior, Job Involvement and Job Performance” submitted by Farhana Nasrin (M.Phil-Fellow, Session:2015-2016, Reg.no-47), for the degree of Master of Philosophy is a fundamental research work under my direct supervision. To the best of my knowledge, the thesis has not been previously submitted for any diploma/degree/fellowship to any other University/ Institution. Material obtained from other source has been acknowledged in the thesis.

I do hereby strongly recommended necessary formalities leading to the acceptance of dissertation in partial fulfillment of the requirement for the degree of Master of Philosophy.

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Abstract

The main objective of the present study was to investigate the effects of Organizational Identification (OI) and National Identity (NI) perception on employees' Organizational Citizenship Behavior (OCB), Job Involvement (JI) and Job Performance (JP). For that purpose a total of 1000 Ready-made Garment employees were selected following purposive sampling technique. Among them 675 set of data sheets were retained on the basis of completeness of responses all of the items across the instruments. All variables were measured by administering a set of standard questioners adopted in Bangladeshi cultural context following standard data collection procedures. Pearson's correlation coefficients were calculated for test relationships among variables and multiple linear regression analyses were also performed following the significant relationships if found by using the software named as SPSS-24. Findings indicated that there were statistically significant relationships between OI and OCB ($r=.159$, $p<.01$, two tailed test), OI and JI ($r=-.263$, $p<.01$ two tailed test), NI and OCB ($r=.119$, $p<.01$, two tailed test), OCB and JP ($r=.385$, $p<.01$, two tailed test), OI and NI ($r=.152$, $p<.01$, two tailed test). All these significant relationships were found having predictability. That is the findings revealed that OI and NI have significant effects on OCB. Moreover, OI also found having significant predictive effects on JI. OCB can predict significantly employees' JP. There were two dimensions of NI (NI-Value and NI-Religion) and three dimensions of OI (OI-Membership, OI-Similarity and OI-Loyalty). Finding showed that NI-V($r=.093$, $p<.01$, two tailed test) and NI-R($r=.165$, $p<.01$, two tailed test) were significantly related to OCB. NI-R also were significantly related to JI($r=-.127$, $p<.01$, two tailed test) and JP($r=.089$, $p<.01$, two tailed test). Besides these, findings also showed results that OI-M($r=.160$, $p<.01$, two tailed test) and OI-S($r=.152$, $p<.01$, two tailed test) significantly related to OCB, when both OI-M and OI-S together explained 3.6% of the variance in OCB ($p=<.05$). However, the present study suggests that programs for enhancement of OI and NI were recommended to increase the OCB, JI and JP among employees.

Keywords: Organizational Identification, National Identity perception, Organizational Citizenship Behavior, Job Involvement, Job Performance

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List of Abbreviations and Symbols

Abbreviations and Symbols	Descriptions/explanation
	Cronbach's index of internal consistency
	Regression Coefficient
<i>df</i>	Degrees of freedom
<i>B</i>	Unstandardized Beta
<i>N</i>	Total number of participants
<i>SE</i>	Standard Error
<i>p</i>	Probability
<i>r</i>	Pearson product-moment correlation
<i>t</i>	Computed value of <i>t</i> test
<	Less than
=	Equal to
%	Percentages
<i>R</i>	Multiple correlation coefficient
<i>R</i> ²	Multiple correlation squared/ Variability
<i>ANOVA</i>	Analysis of Variance
<i>Adjusted R</i> ²	Model generalization
<i>PIF</i>	Personal Information Form
<i>OI</i>	Organizational Identification
<i>OI-M</i>	Organizational Identification (Membership)
<i>OI-S</i>	Organizational Identification (Similarity)
<i>OI-L</i>	Organizational Identification (Loyalty)
<i>NI</i>	National Identity
<i>NI-V</i>	National Identity (Values)
<i>NI-R</i>	National Identity (Religion)

Abbreviations and Symbols	Descriptions/explanation
<i>OCB</i>	Organizational Citizenship Behavior
<i>JI</i>	Job Involvement
<i>JP</i>	Job Performance
<i>RMG</i>	Ready- made Garment

Introduction

1.1 IDENTITY AND IDENTIFICATION

Identity and Identification, both are basic constructs in organizational phenomena and the basis of many demonstrated behaviors of employees (Albert, Ashforth & Utton, 2000). Identity is a concept unique to human being. In general, it is assumed that identity has two constituent components; first one is 'recognition and identification' while the second one is the 'sense of belongingness'. Recognition and identification, both are related to the extent of person's recognition in society as well as how he/she defines himself. Belongingness comes out when an individual feels included to any social group (Suavi, 1999). In holistic view, identity covers personality which depends on how an individual or society is recognized and how much value is appraised by others. One's identity is mainly the outer look that is personality and thoroughly built for others. Besides this clarification of identity there have few other explanations. In one point of view, Identity is one's realization of the fact that he/she is a unique, original and free entity equipped with some creative abilities. Human is a social being and while living in a community, he/she explores his identity within the community and tries to build it (Onat, 2009). This view point specifies the social perspective of identity. In other point of view, Identity is a dynamic structure formed by expectation recognized to social roles in the course of socialization. The sense of belonging is effective on this structure to a large extent. However, according to this point of view, if the identity is only formed by the sense of belonging, it may bring about individuals without identities. This perspective also implies that, identity and

belongingness that are two closely related concepts are full of contradictions. In this research, identity was conceptualized as having two formative components, 'recognition and identification' and 'sense of belonging'. Besides this, identity is also defined as a dynamic structure resulted from socialization in which a person realize as he/she is a unique, original and free entity equipped with some creative abilities. Here, identity is a fact and identification is the process of determining identity of an individual in a certain social settings. This social setting can include simply an organization or a nation as whole. In this research, Organizational Identification and National Identity perception were taken to measure.

1.1.1 Organizational Identification

Organizational Identification (OI) is widely studied concept in organizational psychology and refers to the extent to which employees describe themselves as a member of the organization and to what degree they experience a sense of belonging with it, it's values, brand, methods etc. (Haslam, 2004; Schuh et. al, 2016). It is a types of organizational control in which a employee identifies with an organization and shows desire to choose the alternatives which best promote the perceived interests of that organization (Cheney and Tompkins, 1987). It also can be defined as an alignment of individual and organizational values (Pratt, 1998), as well as the perception of oneness with and belongingness to the organization (Ashforth & Mael, 1989). OI has a profound impact on many organizational behaviors and therefore on the functioning of an organization and the achievement of its objectives. As Albert, Ashforth and Dutton (2000) stated: the beauty of the identity and identification concepts is that they provide

a way of accounting for the agency of human action within an organizational framework.” Organizational identity is taken to mean the internal, that is, employee’s view of the organization, following Albert and Whetten’s (1985) notion of “How do we see ourselves.” Albert and Whetten (1985) argued 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; (c) what is perceived by employees to be ending or continuing, regardless of objective changes in the organizational environments. The three characteristics described above suggest that organizations with a strong identity have central attributes, are distinctive from other organizations and remain the same for longer periods. Generally, OI concerns with the question “Who am I in relation to the organization?” (Pratt, 1998). Tajfel (1978) sees social identification as the cognition of membership of a group and the value and emotional significance attached to this membership. Following Patchen’s (1970) identification theory, organization identification includes three components; (1) feelings of solidarity with the organization (membership); (2) attitudinal and behavioral support for the organization (loyalty); and (3) perception of shared characteristics with other organizational members (similarity).

1.1.2 National Identity Perception

Similar to organizational identification, National Identity perception may improve employees’ dedication to such organization which contributes largely to national economy. National Identity involves both cultural and political identity and it

is placed in cultural and political communities as well. This is important because the formation of a National Identity means redrawing the lines of a map or a political movement that is the change of the composition of a state. According to the “modernist” image of nation, what creates National Identity is nationalism which is a doctrine invented in the 19th century in Europe, is the movement of nation members to preserve their National Identity and their activities to have political freedom (Kidiraliyeva, 2007). Herskovits (1948) and Huntington (1996), who define four basic factors in National Identity formation, considers those factors as follows: belief structure, cultural similarity, national heritage and racial unity. Fearonc (1999:8), who stated that the idea of National Identity is the result of a nation’s temporal and spatial persistence, points out that the components of National Identity are belief structure, beliefs over religion or nation and cultural participation (Bruce D. Keillor, Tomas M. Hult; 1998). Smith regarded National Identity elements as a common historical territory or understanding of homeland, common myths and historical memories, a common mass public culture, a system of rights and duties for all people and a common economy (Smith, 1994; 31-32). There are three basic elements of nationality according to Hayes. One of them is language. The importance of language stems from the fact that it shapes nationality. Language (uniformic) creates a similar mentality and a set of common ideas like common words. Thus, people with similar mentalities develop group consciousness for common profit. Group acquires a historical consciousness in time and this is the second element. Sacred memories of the group’s common history in both individual and collective memory provide a historical tradition. The third element is members’ faith in the encouragement of a different and cultural society. Hayes added

that nationality had always existed throughout history; however, a kind of nationality in which patriotism is more dominant than everything is modern (Hayes, 1961). Perhaps the most significant function of National Identity in terms of politics is legitimizing common legal rights and duties of legal institutions that define personality and values unique to a nation and reflect the ancient traditions and customs of community. Today, National Identity has become the basic reference point in terms of the legitimacy of the social order and solidarity. National identities also perform more intimate, internal functions for individuals in the community. The most obvious function is socialization of individuals as “nationality” and “citizens”. Today, this is achieved through mandatory, standard public education systems by creating a repertoire of shared values, symbols and traditions; nation is referred again for establishing a social bond between individuals and classes of individuals.

1.1.3 Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) has undergone ongoing definitional revisions since the term was emerged in the late 1980s, but the construct remains the same at its core. OCB refers to anything that employees desire to do, instinctively and of their own accord, which often lies beyond of their specified contractual obligations. In other words, it is optional. OCB may not always be directly and formally recognized by the company, through salary increments or promotions for example, though of course OCB may be reflected in favorable supervisor and co-worker ratings, or better performance appraisals. In this way it can facilitate future reward gain indirectly. Finally, and critically, OCB must ‘promote the effective functioning of the

organization' (Organ, 1998). Currently, OCB is conceptualized as synonymous with the concept of contextual performance, defined as 'performance that supports the social and psychological environment in which task performance takes place' (Organ, 1997). While this reflects the flexible nature of workers' roles in the modern workplace, and acknowledges the fact that employees do get recognized for engaging in OCB (Van Scotter, Motowidlo & Cross, 2000), the colloquial understanding of OCB as going 'the extra mile' or 'above and beyond' to help others at work in an idea that many are familiar with, and these ideas continue to be a popular way of conceptualizing OCB. Typical examples of OCB include offering to help a newcomer become familiar with his/her role and the office, a colleague who may be struggling with deadlines, or volunteering to change shifts. Importantly, OCB also encompasses organizational-related acts such as working overtime without (expectation of) remuneration, or volunteering to organize office-wide functions.

1.1.4 Job Involvement

Job Involvement refers to the psychological and emotional extent to which someone participates in his/her work, profession, and company. Showing up to work on time is half the battle. Top performers are engaged in their work and have high job involvement. Lodhaland Kejner(1965) defined Job Involvement as "the degree to which a person identified psychologically with his/her work or the importance of work in his/her total self image". A person psychological identification with his work may be outcome of his early socialization process during which the individual may internalized the values about the goodness of work. Kanungo(1982) describe Job Involvement as a

cognitive state of uni-dimensional psychological identification from a motivational approach. Kanungo (1982) defined Involvement as individual's perception or belief that he is defined with his/her job. He further clears the deference between job and work. He stated "a job means an individual's present work, while work means work in genera". Similar job involvement definition of Kanungo were presented by Guion(1976), Dubin(1968) and Siegal(1969), Saleh and Hosek(1976) have proposed four definition for job involvement. These were " the job is of critical importance in personal life", "the individual will be actively involved in his/her own job", "the individual will be cognize the influence of personal performance into self esteem" and "the congruence between work, performance and self concept". They further suggest that whenever these four definitions are satisfied, the individual will be involved in his/her job. According Lawler and Hall (1970), and Balu (1985) job involvement involves only a single aspect, namely the three degree to which a person perceives the total work situation to be an important part of life, and to be central to their identity, because of the opportunity to satisfy important needs.

1.1.4.1 Relevant theories of job involvement

Relevant models for conceptualizing the concept of job involvement are as Expectancy Theory (Vroom, 1964), Integrated Theory (Rabinowitz & Hall, 1977), the Motivational Approach (Kanungo, 1982), Causality Theory (Brown, 1996) and Multidimensional model (Yoshimura, 1996).

1.1.4.2 Expectancy Theory

Expectancy Theory suggests job involvement of an employee is determined by his/her expectancy level which results in incentives for action. Expectations are lower than the inducement provided by the organization, job involvement will increase. When expectation is higher than the inducement provided by the organization then job involvement will decrease.

1.1.4.3 Integrated Theory

For Rabinowitz and Hall (1977), job involvement is related to three classes of working variables, the dispositional, the situational determined approach and the interaction between these approaches.

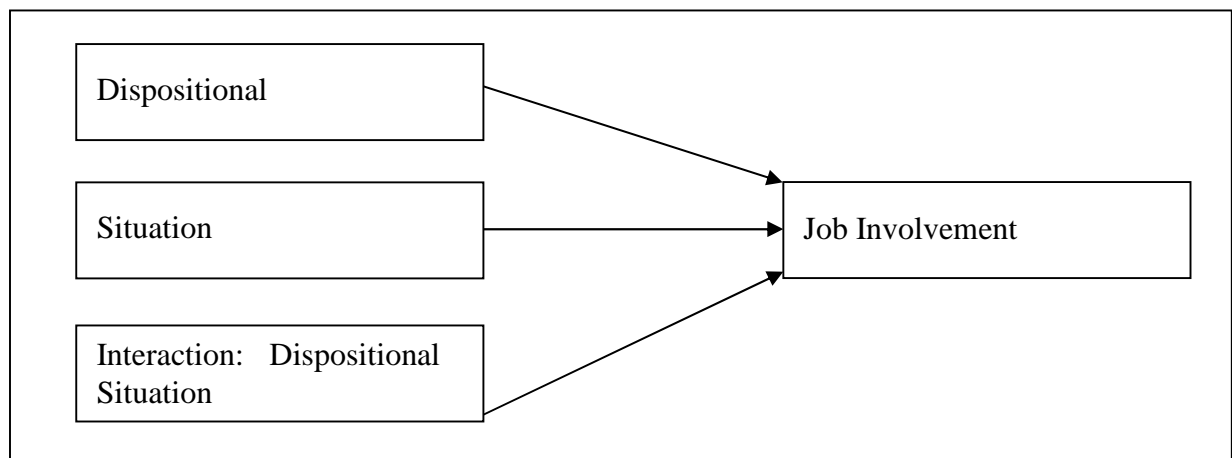


Fig. 1: Job Involvement: Integrated Theory

1.1.4.4 Motivational Approach

The motivational approach of Kanungo (1982) integrates both psychological and sociological factors. Employee perceptions concerning a job's potential to satisfy their needs, their needs represents a more proximal influence on job involvement.

1.1.4.5 Causality Theory

The causality theory of job involvement by Brown (1996) includes antecedents (i.e., personality variables- concept of work ethic), the pivotal mediator role of job involvement, and its consequences such as organizational commitment.

1.1.4.6 Multidimensional model

The Yoshimura (1996) stated in his Multidimensional model of job involvement that job involvement concept consist of three dimension viz., emotional job involvement, cognitive job involvement and behavioral job involvement.

1.1.5 Employee Job Performance

Employee performance is one of the most important variables in both organizational psychology and human resource management (Campbell, McHenry, & Wise, 1990). It is a function that an individual can successfully perform within a formal framework (Jamal, 2007). Job performance is important in a few obvious ways. First of all, an organization's success rests mainly on the shoulders of its employees because they're one of its most noteworthy assets, making strong job performance crucial. If there have many top-quality performers who understand organization's goal and strive to meet or exceed them it enhances total productivity of the organization. Researchers often argued that there are two types of employee behavior that are required for organizational effectiveness first one is task performance and second one is contextual performance (Borman and Motowidlo, 1997). Here, task performance refers to behavior that is needed in production enhancement that provides support to the

organization core technical process and contextual performance refers to individual efforts that are not directly related to their assigned task functions. These behaviors have a critical importance because they shape the organizational, social, and psychological contexts serving as the critical catalyst for task activities and processes (Werner, 2000).

1.2 Literature Review

Organizational Identification is an important concept for understanding a range of work behaviors (Van Dick, Hirst, Grojean & Wieseke, 2007) including turnover (Van Knippenberg, Van Dick & Tavares, 2005; Abrams, Ando & Hinkle, 1998), commitment (Cole & Bruch, 2006), cooperation (Tyler & Blader, 2001), individual decision making (Cheney, 1983), commitment to common goals (McGregor, 1967) and employee interaction (Patchen, 1970) and resistance to change (Van Dijk & van Dick, 2009). OI also can directly influence members' behavior. When an individual identifies with the organization, he or she will make decisions that are consistent with the organizational objectives (Barney and Stewart, 2000; Patchen, 1970), self-consciously direct his or her efforts towards the organizational objectives and gain intrinsic satisfaction through the perception of movement toward relevant objectives (McGregor, 1967). The researchers who have sought a solution for enhancing the performance of employees have conducted numerous studies in different sectors for the purpose of determining the effects of identification on performance (Frone & Finn, 2004; Riketta, 2005; Carmeli et al., 2007; Walumbwa et al., 2008). It is indicated that personnel identifying with their organization and considering themselves a part of

organization make a greater effort for conducting the business, consider themselves a representative of organization both inside and outside and priorities the benefits of organization in all their decisions (Miller et al., 2000); and one of the most important output of organizational identification is performance (Riketta, 2005; Riketta & Van Dick, 2005). Lee (1971) found that scientists with a high Organizational Identification were generally more productive, better motivated and rewarded, more satisfied, and had less propensity to leave the organization than employees with a low organizational identification. For individuals, Organizational Identification provides a sense of identity and self-definition (Ashforth & Mael, 1989; Van Knippenberg & Van Schie, 2000) whereby they define themselves with the organization as a social entity (Edwards & Peccei, 2007). This can be considered as an affective and cognitive bond between the organization and the individual, where the individual's identity includes membership in the organization, thereby leading to a range of desirable attitudes and behaviors at work. The stronger an individual's identification with their organization the more likely it is that they will act in accordance with the organization's goals and expectations (Dutton et al., 1994). Reade (2001) also showed that Organizational Identification directly predicts increased motivation and performing beyond an individual's core tasks. Individuals who have strong identification with their organization are more likely to be actively involved in its goals and activities, and therefore tend to be more motivated to work hard to achieve these goals (Dutton et al., 1994). Individuals identify with organizations for meeting the need of belonging and decreasing the uncertainty. Organizations, on the other hand, intend to strengthen the member identification as they believe that identification would have a positive effect on performance of employees.

Thus, organizational identification has become an important variable for organizational behavior studies. The correlation between organization and employees affects the attitudes and behaviors of individuals. It is indicated that Organizational Identification has a positive correlation with organizational performance and organizational citizenship behaviors and a negative correlation with labor turnover rate and cease of employment tendency (Asforth & Mael, 1989; Dutton et al., 1994).

Many studies demonstrated Organizational Identification is positively related to organizational citizenship behavior. Bergami and Bagozzi (2000) and Dukerich, Golden, B.R. and Shortell (2002) found that Organizational Identification has a significant positive impact on organizational citizenship behavior. According to Christ Dick et al (2003), OI is an important variable that contributes to OCB and OI fosters OCB towards the organization. The study of Feather and Rauter (2004) shows that there is a significant positive relation between OCB and OI. An empirical research results indicate that identification and OCB are related significantly and substantially in samples of for-profit as well as in non-for-profit organizations, in the educational, hospital banking and call center sectors (Van Dick et al., 2006). In terms of OCB's predictors, OI has a long history of being important in influencing OCB (Van Dick et al., 2006). Specifically, an employee who identifies more strongly with his or her organization may have a strong motivation to think and handle workplace problems from the point of view of group interest (dick et al., 2004). In this case, such employees will define themselves according to collective identity orientation and will prefer being a "good citizen" (Flynn, 2005). Indeed the strong link between organizational and work group identification (on one hand) and extra-role behavior (on the other), has been

supported (Van Dick, Van Knippenberg, Kerschreiter, Hertel & Wieseke, 2008). Meta-analysis from Riketta (2005) also indicated of Organizational Identification will think and act from the angle of group norms and values, even if the work contract or control mechanism does not require explicitly, they have fused the group norms and values with their self-concept. Tyler and Blader (2001) showed that employees with strong group identification tend to have greater motivation to be cooperative with their group, both directly and indirectly through the influence of identity on attitudes and values. Moreover, Hofstede (1980) contends that management practices cannot be applied universally without considering cultural differences impacting individuals within an organization. This is of particular note in companies with a highly heterogeneous employee population. Indeed, operating in a multinational environment brings a wealth of business advantages including reduced dependence on the economic or political landscape in one given country, differentiated market position, economy of scale opportunities, and increased global brand awareness. However, in order to capitalize on these advantages, companies often not expend too much energy or effort in navigating or resolving cultural barriers but these should be more emphasized. Therefore, establishing a common “language” and creating an organizational culture in and of itself is a way multinational companies can overcome barriers and more easily collaborate and operate around the world (Schheffknecht, 2011). These cultural barriers, individuals’ attitudes, values and sense of group citizenship may be influenced by the National Identity perception of the respondents. That’s why national identification may have significant relationships with OCB, JI and JP. For that reason the present study wants to identify the relationship patterns among NI, OCB, JI and JP

and also the effects of NI on rest of variables, if any.

Generally it is believed that job involvement by positively affecting employees' motivation and effort, leads to higher levels of in-role job performance (Brown, 1996). Prior research has indicated some support for this claim. For instance Brown and Leigh (1996) in their study found that job involvement had both direct and indirect effects via effort on performance. More specifically they found that the modest but statistically significant relationship between job involvement and performance. Diefendorff et al. (2002) found a small but significant correlation ($r= 0.19$, $p<0.05$) between job involvement and supervisor – rated in-role performance. Finally Rotenberrrt and Moberg (2007), using the same measure of job involvement as Diefendorff et al., (2002), reported a small but significant positive correlation ($r=0.15$, $p<0.05$) between job involvement and in-role performance. Although generally the results concerning the relationship between job involvement and performance have not been very encouraging there is evidence to suggest that job involvement can positively influence in-role job performance. That's why in this study it was a purpose of investigation that to test the relationship between JI and JP and the predictability of that relationship for RMG employees of Bangladesh. Research studies conducted by Diefendorff et al. (2002), Bolger and Somech (2004), Chu et al (2005) and Rotenberry and Moberg (2007) have also uncovered a positive relationship between job involvement and OCB. Given the fact that OCBs are more influenced by what individuals think and feel about their jobs (Organ & Ryan, 1995) and that job involvement reflects a positive attitude towards the job, it follows that those high in job involvement would engage in these behaviors to a greater extent than less involved individuals.

1.3 Rationale of the present study

Ready Made Garment (RMG) industries function mainly as export oriented industries and such industries plays a central role in earning foreign currency of Bangladesh. Gives the importance of RMG industries, insight in possibilities to improve their functioning is of importance. Through RMG industries can be seen as organizations producing service and exporting like any other organization, they are different in the sense that they are private, corporate organizations with a profit oriented character. Whereas financial measures of success are central in for profit oriented organizations, but success largely depend on employees' organizational citizenship behavior, job involvement and turnover intention (Kanter and Summers, 1987). Since employees Job Performance is a key factor in improving organizational performance, insight in the extent to which Organizational Identification and National Identity Perception influence employee behavior could be valuable to RMG industries of Bangladesh. Knowledge of this research can help organizations in improving employees' organizational citizenship behavior and employees' job performance through measures pointed at organizational identification. Although National Identity plays a central role of human behavior, but the present researcher interested to see whether National Identity Perception and Organizational Identification have any impact on employees' organizational citizenship behavior, job involvement and employees job performance among RMG employees. This is particularly important in case of a developing country like Bangladesh. Presently Bangladeshi RMG industries are in the competition to hold the top position for long time in world market. As a new strategy

to gain competitive advantage the company needs their highly productive healthy human resource. They demand their employees to perform well at all times in their job. The company also need employees whose willing to contribute more and perform extra-role behaviors to help the organization become more effective.

In this study it was focused on organizational identification, national identity perception and organizational citizenship behavior, job involvement and employees' job performance for one specific type of organization; Ready Made Garments (RMG) industries of Bangladesh. Organizational Identification and National Identity perception may improve employees' dedication to such organization that contributes largely to national economy. There was no study that explored the relationships between National Identity and any other psychological variables. But, National Identity perception seemed to be important in organizational settings. Since 'National Identity Perception' shapes individuals behavioral pattern that may govern the employees' commitment, perception about work environment, National Identity Perception may create influences on employees' dedication to organization. But no such empirical evidences found in existing literature regarding the impact of National Identity Perception on individual's social and organizational behavior. If there has any effect of National Identity Perception on employees performance, owner of organization might take initiative to positive organizational change, so that employees could more meaningfully identified own-self with organization.

So far, the researcher of the present study wanted to investigate effects of National Identity Perception on employees' organizational citizenship behavior, job involvement and job performance among RMG employees.

For the success of RMG industries, it is very important to manage human resource effectively and to find whether employees of these industries are satisfied or not. However, workforce of any RMG industry is responsible to a large extent for its productivity and profitability. Many studies in western and eastern countries done to explore the related factors which effects employees' organizational citizenship behavior, job involvement and job performance. Results suggest that many factors are significantly related to employee's job environment and findings of several studies were inconclusive. But no mentionable study has conducted by any researcher in existing literature regarding the effect of Organizational Identification and National Identity perception on employees' organizational citizenship behavior, job involvement and job performance of RMG employees of Bangladesh. That's why the present researcher was intended to conduct this research. This study will be helpful for the employees, researchers, industrial counselors and all industrial managers to understand the importance of Organizational Identification and National Identity perception are two important variables in explaining employees' organizational citizenship behavior, job involvement and job performance.

1.4 Objectives of the study

The main objective of the present study was to investigate the effect of Organizational Identification (OI) and National Identity (NI) perception on employees' Organizational Citizenship Behavior (OCB), Job Involvement (JI) and Job Performance (JP) of Ready-made Garments employees of Bangladesh. Followings were the specific objectives of the study to investigate:

- i. Whether there is any significant relationships among National Identity (NI), Organizational Identification (OI), Organizational Citizenship Behavior (OCB), Job Involvement (JI) and Job Performance (JP) of Ready-made Garments employees of Bangladesh .
- ii. Whether there is any effect of National Identity (NI) and Organizational Identification (OI) on Organizational Citizenship Behavior (OCB) of Ready-made Garments employees of Bangladesh.
- iii. Whether there is any effect of National Identity (NI) and Organizational Identification (OI) on Job Involvement (JI) of Ready-made Garments employees of Bangladesh.
- iv. Whether there is any effect of National Identity (NI) and Organizational Identification (OI) on Job Performance (JP) of Ready-made Garments employees of Bangladesh.
- v. Whether there is any effects of Organizational Identification (OI) on Job Involvement (JI) of Readymade Garments employees of Bangladesh.
- vi. The predictability of OCB to JP of Readymade Garments employees of Bangladesh.

Chapter-2: Methods

2.1 Sample and Sampling Technique

A total of 1000 Ready-made Garment employees were selected following purposive sampling techniques. Among them 675 set of data sheets were retained on the basis of completeness of responses all of the items across the instruments. Gender distribution, educational qualifications and work experience of the respondents were given bellow.

Table-2.1: Gender distribution of participants

	Frequency	Percent
Male	483	71.6
Female	192	28.4
Total	675	100.0

Table-2.1 showed that the numbers of male and female participants were 483(71.6%) and 192(28.4%) respectively.

Table-2.2: Educational qualification of participants

	Frequency	Percent
SSC	181	26.8
HSC	264	39.1
Hon's	230	34.1
Total	675	100.0

Table-2.2 showed that the education qualifications of participants were belonged in three categories; SSC, HSC and Hon's and the numbers were 181, 264 and 230 respectively.

Table-2.3: Mean (M), Standard Deviation (SD) of age and work experience of participants

	N	Mini	Maxi	M	SD
Age	675	19.00	58.00	29.24	6.32
Work Experience	675	1.00	23.00	5.44	3.64

Table-2.3: showed that the mean and standard deviation of participants' age and work experiences were 29.24 and 6.32, and 5.44 and 3.64 respectively.

2.2 Design of the study

A cross sectional survey research design was used in the study. This design indicates that all data was collected from the target population at a single point of time.

2.3 Measuring Instruments

The following instruments were used to collect data from the respondents:

- a) Personal Information Form (PIF),
- b) Organizational Identification Questionnaire(QIQ),
- c) National Identity Perception Scale (NIPS),
- d) Organizational Citizenship Behavior Checklist(OCB-C),
- e) Job Involvement Questionnaire(JIQ),
- f) Job Performance Scale (JPS).

Table-2.4: Summarized information of the measuring instruments.

Questionnaire /Scale	Developed by	Adapted by	No. of Items
Personal Information Form (PIF)	---	Researcher	07
Organizational Identification Questionnaire(QIQ)	Miller, et. al. (2013)	Researcher	12
National Identity Perception Scale (NIPS)	Prof, Dr. Yücel GELİŞLİ (2014)	Researcher	20
Organizational Citizenship Behavior Checklist(OCB-C)	Fox, Spector, Goh, Bruursema & Kessler, (2012)	Uddin and Hoque (2014)	20
Job Involvement Questionnaire(JIQ)	Kanungo (1982)	Syed T.R. (2003)	15
Job Performance Scale (JPS).	Wiedowr, (2001)	Semul & Muhammad (2013)	05

Brief descriptions of all measuring instruments were described bellow

1. **Employee job performance scale (Wiedowr, 2001).** Employee job performance scale was used to measure to Employee Performance of worker. The scale originally developed by Wiedowr (2001) and it was translated and adapted by Semul & Muhammad, (2013) in terms of social-cultural context of Bangladesh. The original scale was reported to good reliability coefficient, 0.88. The scale is a 5 point Likert types consisting of 5 items. The response options are Unsatisfactory=1, moderately unsatisfactory=2, Satisfactory=3, Good=4, Excellent=5. The sum of scores of all the items was the total score of the scale for an individual. High score indicate high employee performance. The test retest and split-half reliability of the Bengali version of employee- job performance scale (Semmul & Muhammad, 2013) was found significant ($r=0.82$ and $r=0.84$). High Cronbach's Alpha ($\alpha=0.88$) of Bengali version indicated internal consistency of the scale.

2. ***Organizational Citizenship Behavior checklist (OCB-C)*** (Fox, et. al., 2012). The original Organizational Citizenship Behavior Checklist (OCB-C) was a 42 item instrument designed to assess the frequency of organizational citizenship behaviors performed by employees. It has since been refined and shortened first to 36 items and then to the final 20 item scale (Fox, Spector, Goh, Bruursema & Kessler, 2012). The Bangla version of this checklist (Uddin and Hoque, 2014) was used for this study. This questionnaire consists of 20 items of which all items are positive items. For the OCB checklist 5 point frequency scale ranging from 1=Never to 5=Everyday are used. Score are computed by summing responses across items. The highest and lowest possible total score in this scale are accordingly 100 and 20, with 60 as the midpoint. Therefore, the highest score indicated as expressing high organizational citizenship behavior and the lowest score indicated as expressing low organizational citizenship behavior. The cronbach alpha co-efficient for Bangla version Organizational Citizenship Behavior checklist was 0.833.
3. ***Job Involvement Questionnaire (JIQ)*** (Kanungo, 1982). Job involvement Questionnaire was developed by Kanungo (1982). Then this scale was translated by Syed Tanvir Rahman (2003) into bangle. The questionnaire consists of fifteen items of which eight items are positive (items no.1,4,6,8,9,11,13,15), two items are negative (items no. 3 and 10),and the rest five are filler items (items no. 2,5,7,12,14). For the job involvement questionnaire 5 point agree-disagree response formats are used. For the positive items, very much agree is assigned 5 and for very much disagree is assigned 1. For the negative items, a reversed order is followed. However, for the filler items no score is assigned. Total score can be achieved by

adding scores against responses of all items, which is the index of job involvement. The highest and lowest possible total score in this scale are accordingly 50 and 10, with 30 as the midpoint. The higher the score, the more involved the worker is with his/her job. The cronbach alpha co-efficient for Bangla version job involvement questionnaire scale was 0.743.

4. ***Organizational Identification Questionnaire (OIQ)*** (Miller, et. al., 2013). This scale first developed by Cheney (1982). This scale was 25 items. Miller, et. al. (2013) developed shorted version which has equal reliability. The short version of OIQ has 12 items. The 12 items were composed of a mix of membership (3 items), loyalty (6 items), and similarity (3 items) components. An inspection of these primary items showed the shortened scale to measure an affective state of loyalty and pride in membership. The test-retest correlations between the four time periods in a sample for 12-item scale ranged 0.78 to 0.84, showed an acceptable level of reliability. Content validity of 12-item scale was ensured in development process. For construct validity, it was found that the 12-item OIQ to load on a separate factor while demonstrating a positive relationship to employee job satisfaction in as much as the correlations were in the expected direction and were significant ($p < 0.05$), with an average $r = 0.67$ (across four samples). Regarding criterion validity, it also found that the 12-item OIQ loaded on a separate factor from the intention to turnover measure and was predictive of a significant ($p < 0.05$) negative relationship with employee intention to turnover, with an average $r = -0.61$ (across four samples). Together, these findings indicated that the 12-item OIQ demonstrated

distinctiveness from job satisfaction (construct validity) and the intention to turnover (criterion validity).

Bangla Translation of OIQ. Six translators were independently translated the English version scale and produced 6 parallel Bangla version of OIQ. All six translated copies of OIQ were synthesized to make single translated copy of OIQ by two psychologists. And then, to test clarity of translation 10 participants were chosen, they were asked to rate instructions, response format and the items of the instrument in dichotomous scale (clear or unclear). If any item was rated as unclear by any participants, he/she was further asked to provide suggestions as to how to rewrite the statements to make the language clearer. Clarity index was calculated on the basis of number of participants rate each item as clear. The clarity Index (CI)/ inter-rater agreement of OIQ was expressed in percentage form. The inter-rater agreement/ CI values for all of the items of OIQ were greater than 80% (Sousa and Rojjanasrirat, 2010). The inter-rater agreement ranges 80% to 100%. To determine the *conceptual and content equivalence* of the items of the pre-final version, five experts (who are knowledgeable about the content areas of the construct of the instrument) were asked to rate relevancy of items in Bangladeshi culture. The relevance of each item was rated by the experts using 2-point scale (0 = Not relevant, 1 = Relevant). From their evaluation, relevance/suitability of the items in target Bangladeshi culture was examined by calculating for each item the Relevance Index (RI = Number of rating at 1/Number of experts). All items of bangle version OIQ, RI were above .75 (Karim and Nigar, 2014). The value of RI ranges. 80 to 1. After this step the Bangla version of OIQ scale was subjected to test internal consistency and found the reliability coefficients was .650.

5. **National Identity Perception Scale (GELIŐLI, 2014).** National Identity Perception Scale was developed by Prof, Dr. Yücel GELIŐLI in 2014. It is five point Likert items including positive and negative perceptions. It is a 21-item scale whose two factors account for 52% of the total variance was obtained. The two factors are National Identity- Values and National Identity – Religion. Item no. 1, 2, 3, 4, 6, 7, 8, 10, 12, 13, 14, 15, 16, 17& 20 measure National Identity-Religion Relationship dimension of national identification and items no 5, 9,18 & 19 measure National Identity- Values Relationship dimension of national identification. The Cronbach alpha reliability coefficient was 0.93 for National Identity and Values whereas it was 0.80 for National Identity- Religion. The total alpha coefficient of the scale is found to be 0.93. In the present study adapted Bangla version National Identity Perception Scale will be used.

Bangla translation of NIQ. Six translators were independently translated the English version scale and produced 6 parallel Bangla version of **NIQ**. All six translated copies of scale were synthesized to make single translated copy of **NIQ** by two psychologists. And then, to test clarity of translation 10 participants were chosen, they were asked to rate instructions, response format and the items of the instrument in dichotomous scale (clear or unclear). If any item was rated as unclear by any participants, he/she was further asked to provide suggestions as to how to rewrite the statements to make the language clearer. Clarity index was calculated on the basis of number of participants rate each item as clear. The clarity Index (CI)/ inter-rater agreement of NIQ was expressed in percentage form. The inter-rater agreement/ CI values for all of the items of NIQ were greater than 80% (Sousa and Rojjanasrirat, 2010). The inter-rater

agreement ranges 80% to 100%. To determine the *conceptual and content equivalence* of the items of the pre-final version, five experts (who are knowledgeable about the content areas of the construct of the instrument) were asked to rate relevancy of items in Bangladeshi culture. The relevance of each item was rated by the experts using 2-point scale (0 = Not relevant, 1 = Relevant). From their evaluation, relevance/suitability of the items in target culture was examined by calculating for each item the Relevance Index ($RI = \text{Number of rating at 1} / \text{Number of experts}$). All items of bangle version NIQ RI were above .75 (Karim and Nigar, 2014). The value of RI ranges .80 to 1. After this step the Bangla version of NIQ scale was subjected to test internal consistency and found the reliability coefficients was .773.

2.4 Procedure

After having clearance from the supervisor, standard data collection procedure was followed after taking written permission from proper authority of RMG industries of Bangladesh. On receiving permission, all measures were administered to employees in official settings. Respondents were asked to complete the questionnaires at their own pace. There was no time-limit. On completion, every respondent was given a token gift with thanks for their participation in the study.

Results

To investigate the relationships among OI, NI, OCB, JI and JP Pearson's correlation coefficients were determined through using SPSS-24. And the relationships coefficients presented below.

Table-3.1: Pearson's correlation coefficients among the variables

	JP	OCB	JI
OI	-.014	.156**	-.263**
NI	.072	.119**	.003

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Above table 3.1 shows that organizational identification is significantly related with Organizational Citizenship behavior ($r=.156$, $p<.01$ for two tailed test) and Job Involvement ($r=-.263$, $p<.01$ for two tailed test). Moreover, National Identity also related with Organizational Citizenship Behavior ($r=.119$, $p<.01$ for two tailed test).

To test whether the NI and OI significantly predicted participants' OCB multiple regression analysis was carried out. The results were presented as follows.

Table-3.2: Descriptive statistics for OCB, NI and OI

	M	SD	N
Organizational Citizenship Behavior	51.48	13.97	675
National Identity	82.25	13.26	675
Organizational Identification	47.67	9.08	675

Above table-3.2 shows that the mean scores of OCB, NI and OI were 51.48, 82.25 and 47.67 respectively and the SD were also 13.97, 13.26 and 9.08 respectively.

Table-3.3: Regression model summary for OI and NI as predictors and OCB as criterion

Model	R	R Square	Adjusted R Square
1	.183 ^a	.033	.031

a. Predictors: (Constant), Organizational Identification, National Identity

From the Table-3.3 shows that the value of R was .183 indicates a good level of prediction. Adjusted R² indicates that the model was significant and explains 3.3% of the variance in OCB ($p < .01$). The difference between R² and Adjusted R² were not differ so much that's why it could be said that the regression equation (predicted OCB = $32.714 + (0.103 \times NI) + (0.216 \times OI)$) was not over fitted to the sample.

Table-3.4: "F" ratio between criterion variable (OCB) and predictor variables (NI & OI).

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4401.36	2	2200.68	11.63	.000 ^a
Residual	127135.88	672	189.19		
Total	131537.24	674			

a. Predictors: (Constant), OI and NI

b. Criterion Variable: OCB

The table-3.4 showed that the NI and OI statistically significantly predict the OCB, $F(2, 672) = 11.63, p < .001$.

Table-3.5: correlation coefficients of criterion (OCB) & predictor variables (NI and OI)

	B	S	β	t	Sig.
(Constant)	32.714	4.052		8.07	.000
National Identity	.103	.040	.097	2.54	.011
Organizational Identification	.216	.059	.141	3.67	.000

a. Criterion Variable: Organizational Citizenship Behavior

Table -3.5 shows that the unstandardized coefficient for NI was equal to 0.103. It indicates that one unit increase in raw score of NI leads to .103 unit increase in OCB. Again the unstandardized coefficient for OI was equal to 0.216. It indicates that one unit increase in raw score of OI leads to .216 unit increase in OCB.

To determine which dimension of NI is significantly related with OCB, JP and JI and as well as the predictability of both of the dimensions of these criterion variables further analyses were carried out.

Table-3.6: Pearson's correlation coefficients among dimensions of NI, JP, OCB and JI.

	Job Performance	Organizational Citizenship Behavior	Job Involvement
National Identity-Value (NI-V)	.060	.093*	.039
National Identity-Religion (NI-R)	.089*	.165**	-.127**

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Above table -3.6: shows that NI-V($r=.093$, $p<.01$ for two tailed test) and NI-R (

$r=.165$, $p<.01$ for two tailed test) were significantly related to OCB. Moreover, NI-R also significantly related to JP ($r=.089$, $p<.01$ for two tailed test) and JI($r=-.127$, $p<.01$ for two tailed test).

Table-3.7: Descriptive statistics of NI-V and NI-R.

	M	SD	N
National Identity-Value	66.32	11.32	675
National Identity-Religion	15.93	3.19	675

Above table-3.7 shows that the mean scores of NI-V and NI-R were 66.32 and 15.93 respectively and the SD was also 11.32 and 3.19 respective order.

Table-3.8: Regression model summary for NI-R and NI-V as predictors and OCB as criterion

Model	R	R Square	Adjusted R Square
1	.165 ^a	.027	.024

a. Predictors: (Constant), National Identity-Religion, National Identity-Value

From the Table-3.8 shows that the value of R was .165 indicates a good level of prediction. Adjusted R^2 indicates that the model was significant and explains 2.4% of the variance in OCB ($p<.05$). The difference between R^2 and Adjusted R^2 were not differ so much that's why it could be said that the regression equation (predicted OCB = $39.54 + (.012x \text{ NI-V}) + (.699 x \text{ NI-R})$) was not over fitted to the sample.

Table-3.9: “F” ratio between criterion variable (OCB) and predictor variables (NI-R& NI-V)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3584.729	2	1792.364	9.413	.000 ^a
Residual	127952.514	672	190.406		
Total	131537.243	674			

a. Predictors: (Constant), NI-R, NI-V

b. Criterion Variable: OCB

The table-3.9 showed that the NI-V and NI-R statistically significantly predict the OCB, $F(2, 672) = 9.413, p < .001$.

Table-3.10: correlation coefficients of criterion (OCB) & predictor variables (NI-V and NI-R)

	B	SE	β	T	Sig.
(Constant)	39.535	3.385		11.680	.000
National Identity-Value	.012	.055	.010	.224	.823
National Identity-Religion	.699	.195	.160	3.591	.000

a. Criterion Variable: OCB

Table-3.10 shows that the unstandardized coefficient for NI-V was equal to 0.012. It indicates that one unit increase in raw score of NI-V leads to .012 unit increase in OCB but it was not significant ($t=.224, p > .05$ for two tailed test). Again the unstandardized coefficient for NI-R was equal to .669. It indicates that one unit increase in raw score of NI-R leads in .699 point increase in OCB.

Table-3.11: Pearson's correlation coefficients among dimensions of OI, JP, OCB and JI.

	JP	OCB	JI
Organizational Identification Membership (OI-M)	.058	.160**	-.075
Organizational Identification Loyalty (OI-L)	-.068	.049	-.341**
Organizational Identification Similarity (OI-S)	-.065	.152**	-.238**

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed)

Above table -3.11 shows that OI-M ($r=.160$, $p<.01$ for two tailed test) and OI-S ($r=.152$, $p<.01$ for two tailed test) were significantly related to OCB, and the relationships between, OI-L and JI($r=-.341$, $p<.01$ for two tailed test) , and OI-S and JI ($r=-.238$, $p<.01$ for two tailed test) were also significant.

To investigate whether the relationships between, OCB and OI-M, and OCB and OI-S were predictable or not regression analyses were performed below.

Table-3.12: Descriptive statistics of OI-M and OI-S.

	M	SD	N
Organizational Identity Membership	12.815	5.33	675
Organizational Identity Similarity	11.63	2.32	675

Above table-3.12 shows that the mean scores of OI-M and OI-S were 12.82 and 11.63 respectively and the SD was also 5.33 and 2.32 in respective order.

Table-3.13: Regression model summary for OI-M and OI-S as predictors and OCB as criterion

Model	R	R Square	Adjusted R Square
1	.198 ^a	.039	.036

a. Predictors: (Constant), Organizational Identity-Similarity, Organizational Identity-Membership

From the Table-3.13 shows that the value of R was .198 indicates a good level of prediction. Adjusted R² indicates that the model was significant and explains 3.6% of the variance in OCB ($p < .05$). The difference between R² and Adjusted R² were not differ so much that's why it could be said that the regression equation (predicted OCB = $38.67 + .343 \times \text{OI-M} + .724 \times \text{OI-S}$) was not over fitted to the sample.

Table-3.14: "F" ratio between criterion variable (OCB) and predictor variables (OI-M& OI-S)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	5165.485	2	2582.743	13.734	.000 ^a
Residual	126371.757	672	188.053		
Total	131537.243	674			

a. Predictors: (Constant), OI-S, OI-M

b. Criterion Variable: OCB

The table-3.14 showed that the OI-M and OI-S statistically significantly predict the OCB, $F(2, 672) = 13.734, p < .001$.

Table-3.15: correlation coefficients of criterion (OCB) & predictor variables (OI-M & OI-S)

	B	SE	β	T	Sig.
(Constant)	38.67	2.773		13.945	.000
Organizational Identity-Membership	.343	.102	.131	3.361	.001
Organizational Identity-Similarity	.724	.234	.120	3.089	.002

a. Criterion Variable: Organizational Citizenship Behavior

Table -3.15 shows that the unstandardized coefficient for OI-M was equal to 0.343. It indicates that one unit increase in raw score of OI-M leads to .343 unit increase in OCB and it was significant ($t=.224$, $p> .05$ for two tailed test). Again the unstandardized coefficient for OI-S was equal to .724. It indicates that one unit increase in raw score of OI-S leads to .724 unit increase in OCB.

To test whether OI can predict JI following regression analysis was carried out.

Table-3.16: Regression model summary for OI as predictors and JI as criterion.

R	R Square	Adjusted R Square
.263 ^a	.069	.068

a. Predictors: (Constant), Organizational Identification

From the Table-3.13 shows that the value of R was .263 indicates a good level of prediction. Adjusted R^2 indicates that the model was significant and explains 6.8% of the variance in JI ($p<.01$). The difference between R^2 and Adjusted R^2 were not differ so much that's why it could be said that the regression equation (predicted JI = 39.19 -.192x OI) was not over fitted to the sample.

Table-3.17: “F” ratio between criterion variable (JI) and predictor variable (OI).

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2043.356	1	2043.356	49.838	.000 ^a
Residual	27593.002	673	41.000		
Total	29636.357	674			

a. Predictors: (Constant), Organizational Identification

b. Criterion Variable: Job Involvement

The table-3.17 showed that the OI-M and OI-S statistically significantly predict the JI, $F(2, 672) = 49.838, p < .001$.

Table-3.18: correlation coefficients of criterion (JI) & predictor variables (OI)

Model	B	SE	β	T	Sig.
(Constant)	39.187	1.318		29.725	.000
Organizational Identification	-.192	.027	-.263	-7.060	.000

a. Criterion Variable: Job Involvement

Table-3.18 shows that the unstandardized coefficient for OI was equal to -.192. It indicates that one unit increase in raw score of OI leads to .192 unit decrease in JI and it was significant ($t=-7.06, p > .01$ for two tailed test).

In this stage it was concerned that which dimension of OI contribute most in JI and whether there was any predictable relationship, regression analyses were carried out such as follows.

Table-3.19: Regression model summary for OI-L and OI-S as predictors and JI as criterion

Model	R	R Square	Adjusted R Square
1	.341 ^a	.117	.114

a. Predictors: (Constant), Organizational Identity-Similarity, Organizational Identity-Loyalty

From the Table-3.19 shows that the value of R was .341 indicates a good level of prediction. Adjusted R² indicates that the model was significant and explains 1.14% of the variance in JI ($p < .01$). The difference between R² and Adjusted R² were not differ so much that's why it could be said that the regression equation (predicted JI = 42.58 - (.54x OI-L)) was not over fitted to the sample.

Table-3.20: "F" ratio between criterion variable (JI) and predictor variables (OI-S & OI-L)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3453.854	2	1726.927	44.323	.000 ^a
Residual	26182.503	672	38.962		
Total	29636.357	674			

a. Predictors: (Constant), Organizational Identity-Similarity, Organizational Identity-Loyalty

b. Criterion Variable: Job Involvement

The table-3.20 showed that the OI-L and OI-S statistically significantly predict the JI, $F(2, 672) = 44.323, p < .001$.

Table-3.21: correlation coefficients of criterion (JI) & predictor variables (OI-L & OI-S)

	B	SE	β	T	Sig.
(Constant)	42.580	1.406		30.290	.000
Organizational Identity Loyalty	-.540	.080	-.341	-6.737	.000
Organizational Identity-Similarity	.000	.145	.000	.003	.998

a. Criterion Variable: Job Involvement

Table- 3.21 shows that the unstandardized coefficient for OI-L was equal to -.540. It indicates that one unit increase in raw score of OI-L leads to .540 unit decrease in JI and it was significant ($t=-6.737$, $p> .01$ for two tailed test). Again the unstandardized coefficient for OI-S was equal to .000. That means there was no predictability of the relationship between OI-S and JI.

To test whether there had any significant relationships among the dimensions of NI and OI following analyses was performed.

Table-3.22: Pearson's correlation coefficients among the dimensions of NI and OI

	National Identity-Value	National Identity-Religion	National Identity
Organizational Identification Membership	.055	.146**	.082*
Organizational Identification Loyalty	.061	.225**	.106**
Organizational Identification Similarity	.159**	.325**	.214**

** . Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed)

Above table-3.22 shows that all dimensions of OI and NI were significantly related to

each other except the relationship between OI-L and NI-V ($r=.06$, $p> .01$ for two tailed test).

Table-3.23: Pearson's correlation coefficients among OCB, JP and JI.

	Job Involvement	Job Performance
Organizational Citizenship Behavior	.085*	.385**
Job Involvement		.075

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed)

Above table-3.23 shows that the relationships between, OCB and JI ($r=.085$, $p<.01$ for two tailed test), and OCB and JP ($r= .385$, $p<.01$ for two tailed test) were significant positively.

Table-3.24: Regression model summary for OCB as predictors and JP as criterion.

Model	R	R Square	Adjusted R Square
1	.385 ^a	.148	.147

a. Predictors: (Constant), Organizational Citizenship Behavior

The table-3.24 shows that the value of R was .385 indicate a good level of prediction. Adjusted R² indicates that the model was significant and explains 14.7% of the variance in JI ($p<.01$). The difference between R² and Adjusted R² were not differ so much that's why it could be said that the regression equation (predicted JP = 7.33 +.108x OCB)) was not over fitted to the sample.

Table-3.25: “F” ratio between criterion variable (JP) and predictor variables (OCB).

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1536.715	1	1536.715	116.783	.000 ^a
Residual	8855.790	673	13.159		
Total	10392.505	674			

a. Predictors: (Constant), Organizational Citizenship Behavior

b. Criterion Variable: Job Performance

The table-3.25 showed that the OCB statistically significantly predict the JP, $F(2, 673) = 116.783$, $p < .001$.

Table-3.26: correlation coefficients of criterion (JP) & predictor variables (OCB)

	B	SE	β	t	Sig.
(Constant)	7.33	.534		13.738	.000
Organizational Citizenship Behavior	.108	.010	.385	10.81	.000

a. Criterion Variable: Job Performance

Table -3.26 shows that the unstandardized coefficient for OI was equal to .108. It indicates that one unit increase in raw score of OCB leads to .108 unit increase in JP and it was significant ($t=10.81$, $p > .01$ for two tailed test).

Discussion

The main objective of the present study was to investigate the effect of Organizational Identification (OI) and National Identity (NI) perception on employees' Organizational Citizenship Behavior (OCB), Job Involvement (JI) and Job Performance (JP) of RMG employees of Bangladesh. For that purpose a total of 1000 Ready-made Garment employees were selected following purposive sampling techniques. Among them 675 set of data sheets were retained on the basis of completeness of responses of all of the items across the instruments. The used instruments to collect data from the respondents were Organizational Identification Questionnaire (OIQ) (Miller, et. al., 2013), National Identity Perception Scale (NIPS) (Yücel GELİŞLİ, 2014), Organizational Citizenship Behavior Checklist (OCB-C) (Fox et. al., 2012), Job Involvement Questionnaire (JIQ) (Kanungo, 1982) and Job Performance Scale (JPS) (Wiedowr, 2001). OCB-C, JPS and JIQ had been found adapted into Bangladeshi cultural context. OIQ and NIPS were subjected to adapt into Bangladeshi cultural context. In adaptation process six translators were independently translated the English version scales and produced 6 parallel Bangla versions of NIPS and OIQ. All six translated copies of both scales were synthesized to make single translated copy of each of both scales by two psychologists. And then, to test clarity of translation 10 participants were chosen and were asked to rate instructions, response format and the items of the instruments in dichotomous scale (clear or unclear). If any item was rated as unclear by any participants, he/she was further asked to provide suggestions as to how to rewrite the statements to make the language clearer. Clarity index was calculated on the basis of number of participants rate each item as clear. The

clarity Index (CI)/ inter-rater agreement of NIPS and OIQ was expressed in percentage form. The inter-rater agreement/ CI values for all of the items of NIPS and OIQ were greater than 80% (Sousa and Rojjanasrirat, 2010). To determine the *conceptual and content equivalence* of the items of the translated versions, five experts (who were knowledgeable about the content areas of the constructs of the instruments) were asked to rate relevancy of items in Bangladeshi culture. The relevance of each item was rated by the experts using 2-point scale (0 = Not relevant, 1 = Relevant). From their evaluation, relevance/suitability of the items in target culture was examined by calculating for each item the Relevance Index (RI = Number of rating at 1/Number of experts). All items of bangle version NIPS and OIQ, RI were above .75 (Karim and Nigar, 2014). After this step the Bangla versions of NIPS and OIQ scales were subjected to test internal consistency and found the reliability coefficients for total NIPS was .773, National Identity-Vale (NI-V) sub scale was .713, National Identity-Religion (NI-R) sub scale .784, and OIQ was .650.

Findings revealed that organizational identification had significant relationships with Organizational Citizenship behavior ($r=.156$, $p<.01$ for two tailed test) and Job Involvement ($r=-.263$, $p<.01$ for two tailed test). Moreover, it also found that there was significant relationships between National Identity and Organizational Citizenship Behavior ($r=.119$, $p<.01$ for two tailed test). To test whether the NI and OI significantly predicate participants' OCB, multiple regression analyses were carried out. Findings revealed that NI and OI significantly predicted participants' OCB. The results of the regression indicated that the two predictors explained 3.3% of the variance in OCB ($F(2, 672) = 11.63$, $p < .001$). It also found that one unit increase in raw score of NI and OI

lead to .103 and .216 unit increase in OCB respectively. Here, there were two dimensions of NI. That's why which dimension of NI is significantly related with OCB and as well as the predictability of both of the dimension to OCB further analyses were carried out. Findings showed that NI-V ($r=.093$, $p<.01$ for two tailed test) and NI-R ($r=.165$, $p<.01$ for two tailed test) were significantly related to OCB (table -3.6). This significant relationships were predictable relationships and both NI-V and NI-R altogether explains 2.4% of the variance in OCB ($p<.05$) (table-3.8). And this regression model was statistically significant ($F(2, 672) = 9.413$, $p < .001$, table-3.9)). NI-V didn't significantly contribute in respondents' OCB but NI-R significantly contributed in OCB (Table-3.10). Moreover, NI-R also significantly related to JP ($r=.089$, $p<.01$ for two tailed test) and JI ($r=-.127$, $p<.01$ for two tailed test) (table -3.6). Besides these findings results showed that OI-M ($r=.160$, $p<.01$ for two tailed test) and OI-S ($r=.152$, $p<.01$ for two tailed test) were significantly related to OCB but OI-L was not any significant relationships with OCB. This relationships also found significant predictive relationships where both OI-M and OI-S together explained 3.6% of the variance in OCB ($p<.05$) (table-3.13, table-3.14). The results table-3.1 showed that OI and JI were significantly related but whether this significant relationship had any predictability to answer such question regression analyses were carried out and found a good level of prediction. Adjusted R^2 indicated that the model was significant and explains 6.8% of the variance in JI ($p<.01$). And the predictive model was statistically significant (table-3.17) where one unit increase in raw score of OI leads to .192 unit decrease in JI (table-3.18).

Hence, organizational identity perception and organizational citizenship

behavior found significantly related and organizational identity can predict organizational citizenship behavior significantly, it can be said that the employees who were able to identify more with their respective organizations demonstrated more organizational citizenship behavior in their organizations. According to the findings of present study it also can be claimed that the dimensions of OI; membership and similarity perception are significantly related to OCB except loyalty perception and both dimensions (membership and similarity) can significantly predict OCB altogether as well as individually. These findings were consistent and flowed in line of the findings of previous researches. Patchen(1970) found that OI influence members' interactions and Lee(1971) found that OI enhance members productivity. Hence, OCB relates members' interaction within organization; OCB should be related with OI which the present study had been revealed. This study also found that OCB significantly predict JP which contributes productivity of members. In this study it was found that OI related to OCB and OCB related to JP. That's why, it can be said that, OI can enhance employees productivity. This findings was consistent with the findings of Lee(1971). But, the significant predictive relationships what found in this study were not comprehensive. These relationships among OI, OCB and JP should be studied in future. Moreover, between OI and JI, negative predictable relationship was found and the loyalty dimension of OI negatively related with JI. These findings should be explored in future study.

Because of, NI was a new concept in the field of organizational psychology, but it was thought to be an important variable within organizational settings by the present researcher. The relationships among NI, OCB, JI and JP were investigated. The

findings revealed that NI only significantly related with OCB. The both dimensions of NI were significantly related with OCB. Although, both dimensions can significantly predict OCB altogether, but NI-V dimension can't significantly predict OCB. This finding may be caused by the religious domination on participants' mind in present study. Although, relationships among NI, JI and JP were not significant but NI-R dimension was found significantly related with JI and JP (table-3.6). The relationships natures were positive for JP and negative for JI. These relationships patterns should be further studied to understand in details. Both OI and NI were found significantly positively related with each-other. And, all dimensions of OI and NI were also found significantly related each-other except the relationships between, NI-V & OI-M, and NI-V & OI-L. From these findings, it can be said that OI and NI are closely related concepts. That's why NIP should be considered as an important variable in uni-cultural as well as multi-cultural organizational settings.

4.2 Limitations of the study

- i. The respondents of the study were not selected randomly so the findings of the study should be generalized in larger population.
- ii. There were few barriers in collecting data from RMG industries of Bangladesh because of lack of awareness about researches among the managements of such type of industries.
- iii. The respondents of present study were voluntary unpaid participants that's why the sincerity of the respondents were somewhat questionable and may be because of that there were many incomplete data sheets.

4.3 Recommendations

According to the findings of this study the following recommendations could be suggested

- i. To enhance OCB managements of organizations should prioritize to build up OI among employees.
- ii. The organizations which make important contributions in national level can enhance OI and NI of employees. Which contribute to enhance OCB of employees and ultimately JP of employees will be increased. So, organizations should take initiative to contribute more in national level as a part of corporate-social responsibilities for own sake.
- iii. In the organizations which employees are originated from same cultural origin their employees' OCB would be higher than the OCB of employees of the organizations which employees originated from diverse cultural background. So, managements of any organization should concern this issue to design whole organization or any department of same organization.
- iv. The relationships among NI, OI, OCB, JI and JP should further study in comprehensive ways through adopting both qualitative and quantitative research methodology to make details understandings about these variables as well as relationships pattern among these.

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Appendices

Appendix -1: Personal Information Form

জনাব/জনাবা,

আমি ফারহানা নাসরিন (আইডি নং -০০৮৮০৬), বিশেষ ভারপ্রাপ্ত কর্মকর্তা (সহযোগী অধ্যাপক, মনোবিজ্ঞান), মাধ্যমিক ও উচ্চ শিক্ষা অধিদপ্তর, ঢাকা, বাংলাদেশ বিশ্ববিদ্যালয় মঞ্জুরি কমিশনের এম. ফিল ফেলোশিপের আওতায় প্রেষণে ঢাকা বিশ্ববিদ্যালয়ের মনোবিজ্ঞান বিভাগের একজন এম. ফিল ফেলো। আমি একটি গবেষনামূলক প্রবন্ধে কাজ করছি, এই কাজে সহায়তা করার জন্য আপনাকে নির্বাচন করা হয়েছে। আশা করি, আপনি উক্ত কাজে আমাকে সহায়তা করবেন। আপনাকে কিছু উক্তি সম্বলিত কয়েকটি মানক দেওয়া হল, যে উক্তিগুলোর পাশে কয়েকটি করে বিকল্প উত্তর দেওয়া আছে। আপনার কাজ হল উক্তিগুলো মনোযোগ দিয়ে পড়া এবং আপনার কাছে যে উত্তরটি সবচেয়ে উপযুক্ত মনে হবে সেই উত্তরের ঘরে টিক (✓) চিহ্ন দেওয়া। আপনার প্রদত্ত তথ্যাবলী শুধুমাত্র গবেষণা কাজে ব্যবহৃত হবে। আমাকে সহযোগিতা করার জন্য আপনাকে ধন্যবাদ জানাচ্ছি।

ব্যক্তিগত তথ্যাবলী (গোপন রাখা হবে)

লিঙ্গ : পুরুষ/মহিলা
 বৈবাহিক অবস্থা : বিবাহিত/অবিবাহিত
 শিক্ষাগত যোগ্যতা :
 বয়স :
 অভিজ্ঞতা :
 বর্তমান পদবী :

Appendix -2: Job Performance Scale

নিম্নে কতগুলি উক্তি আছে, যে গুলির প্রতি আপনি কতটা সম্মত তা পরিমাপ করে। প্রতিটি উক্তির ৫টি বিকল্প দেওয়া আছে। আপনি প্রতিটি উক্তির পাশে (V) চিহ্ন দিয়ে, আপনার মতামত প্রকাশ করুন।

উক্তিসমূহ	অসন্তোষজনক	মোটামুটি সন্তোষজনক	সন্তোষজনক	খুব বেশী সন্তোষজনক	খুব খুব বেশী সন্তোষজনক
১. আমি নির্ধারিত সময়ের মধ্যে আমার কাজ সম্পন্ন করে থাকি এবং অন্যান্য কাজের ক্ষেত্রে ও সময়ের সর্বোচ্চ ব্যবহার করতে পারি।					
২. ফলাফলের পরিমাণ বিবেচনা না করে পরিচ্ছন্নতা, সঠিকতা এবং নির্ভরযোগ্যতার উপর জোর দিয়ে থাকি।					
৩. কাজের ক্রটি সমূহ বিবেচনায় না এনে, আমি কাজের পরিমাণ বৃদ্ধি করতে বিশ্বাসী।					
৪. তত্ত্বাবধায়কের সাহায্য ছাড়াই আমি আমার কাজ করে থাকি।					
৫. সহকর্মী ও নেতৃবৃন্দের সাথে আমার ভাল সম্পর্ক বিদ্যমান।					

Appendix – 3: Job Involvement Questionnaire

নির্দেশনা : নিম্নে কতগুলো বক্তব্য পেশ করা হলো, যার প্রত্যেকটির সাথে আপনি আপনার বর্তমান চাকুরীর মূল্যায়নে একমত বা ভিন্নমত পোষণ করতে পারেন। দয়া করে আপনি আপনার মতামত প্রত্যেকটি বক্তব্যের পাশে প্রদত্ত ছয়টি উক্তির যে কোন একটার মধ্যে টিক চিহ্ন (✓) দেয়ার মাধ্যমে প্রকাশ করুন।

উক্তিসমূহ	খুব বেশি একমত	একমত	মোটামুটি একমত	কিছুটা ভিন্নমত	ভিন্নমত	খুব বেশি ভিন্নমত
১. আমার জীবনে গুরুত্বপূর্ণ ঘটনা ঘটে সেগুলো আমার চাকুরীর সাথে সম্পর্কিত						
২. আমাকে অতিরিক্ত অর্থ প্রদান করা না হলেও আমি আমার কাজ শেষ করার জন্য অতিরিক্ত সময় পর্যন্ত থাকতে রাজি আছি।						
৩. আমি মনে করি আমি নিজে যা, আমার চাকুরী তার একটি ক্ষুদ্র অংশ মাত্র।						
৪. আমি ব্যক্তিগতভাবে আমার চাকুরীর সাথে গভীরভাবে সম্পৃক্ত।						
৫. সাধারণত: আমি চাকুরীতে অতিরিক্ত কাজ বা দায়িত্ব নেয়া এড়িয়ে চলি।						
৬. চাকুরীই আমার জীবন, আহার ও নিঃশ্বাস-প্রশ্বাস।						
৭. চাকুরীতে আমি যে ভুল-ত্রুটি করি সেজন্য নিজেকে কখনও কখনও মার লাগাতে ইচ্ছে করে।						
৮. চাকুরীকে ঘিরেই আমার অধিকাংশ আগ্রহ অবর্তিত।						
৯. আমার বর্তমান চাকুরীর সাথে আমার বন্ধন এত সূদৃঢ় যে তা থেকে নিজেকে বিচ্ছিন্ন করা খুবই কষ্টকর হবে।						
১০. সাধারণত: আমি চাকুরী থেকে নিজেকে বিচ্ছিন্ন করি।						
১১. আমার ব্যক্তিগত জীবনের অধিকাংশ লক্ষ্যই চাকুরীকে কেন্দ্র করে আবর্তিত হয়।						
১২. যখন আমি চাকুরী সংক্রান্ত কোন কাজে ব্যর্থ হই, তখন নিজেকে মানসিকভাবে বিপর্যস্ত মনে হয়।						
১৩. আমি আমার চাকুরীকে আমার অস্তিত্বের কেন্দ্রবিন্দু বলে মনে করি।						
১৪. আমার আরও অনেক কর্মকাণ্ড রয়েছে যা আমাকে চাকুরীর চেয়ে বেশী তৃপ্তি দেয়।						
১৫. অধিকাংশ সময়েই আমি আমার চাকুরী সংক্রান্ত কাজে মগ্ন থাকতে চাই।						

Appendix – 4: Organizational Citizenship Behavior Checklist

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Appendix – 6: Organizational Identification Questionnaire

নির্দেশনা : নিম্নে কতগুলো বক্তব্য পেশ করা হলো, যার প্রত্যেকটির সাথে আপনি আপনার বর্তমান চাকুরীর মূল্যায়নে একমত বা ভিন্নমত পোষণ করতে পারেন। দয়া করে আপনি আপনার মতামত প্রত্যেকটি বক্তব্যের পাশে প্রদত্ত পাঁচটি উক্তির যে কোন একটার মধ্যে টিক চিহ্ন (✓) দেয়ার মাধ্যমে প্রকাশ করুন।

	সম্পূর্ণ একমত	একমত	অনিশ্চিত	ভিন্নমত	সম্পূর্ণ ভিন্নমত
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Appendix-7: National Identity Perception Scale: Prof, Dr. Yücel GELİŐLI (2014)

I. Factor (National Identity and Values)
3. I would be happy to attend national holidays.
5. My country is my priority. /comes first.
9. National identity and solidarity are essential values.
12. Language is the most important element that unite society.
14. National identity constitutes is composed of ideal and sense of homeland.
15. National identity is formed by the relationship of citizenship.
17. National identity is unity of sense.
18. The most important element of national identity is independence.
20. National identity is formed by common history.
22. Social belonging is important for me.
23. I would be happy to read books related to Turkish history.
24. Cultural values influence my life.
28. Honor, dignity, reputation, independence, morality are the basic elements of national identity.

29. Consciousness of national history is an important determinant of national identity.
33. National values are the determinants of national identity.
34. Customs and traditions are major determinants of national identity.
II. Factor (National Identity-Religion Relationship)
10. I would be happy to attend religious holidays.
16. Religion is the most important one of national values.
30. Religious beliefs are the determinants of national identity.
31. Culture is composed of the religious beliefs of a nation.

Appendix-8: Organizational Identity Questionnaire : Miller, et. al.(2013)

Membership
1. I am proud to be an employee of
2. I talk up.....to my friends as a great company to work for.
3. I really care about the fate of
Loyalty
4. I have warm feelings towardas a place to work.
5. I would be willing to spend the rest of my career with
6. The record ofis an example of what dedicated people can achieve.
7. I would describe as a large “family” in which most members feel a sense of belonging.
8. I am glad I chose to work forrather than another company.
9. I feel that cares about me.
Similarity
10.'s image in the community represents me well.
11. I find it easy to identify myself with
12. I find that my values and the values of Are very similar.

Appendix-9: CORRELATIONS**Descriptive Statistics**

	Mean	Std. Deviation	N
Job_Performance	12.8939	3.92672	675
Organizational Citizenship Behavior	51.4827	13.96994	675
Job Involvement	30.0440	6.63105	675
Organizational Identification	47.6725	9.07906	675
National Identity-Value	66.3160	11.31719	675
National Identity-Religion	15.9311	3.19314	675
National Identity Perception	82.2471	13.25541	675
Oganizational Identity_Membership	12.8153	5.32870	675
Oganizational Identity_Loyalty	23.2282	4.19415	675
Oganizational Identity_Similarly	11.6290	2.32389	675

Correlations

		Job_ Performance	Organizational Citizenship Behavior	Job Involvement	Organizational Identification	National Identity- Value
Job_Performance	Pearson Correlation	1	.385**	.075	-.014	.060
	Sig. (2-tailed)		.000	.051	.714	.120
	N	675	675	675	675	675
Organizational Citizenship Behavior	Pearson Correlation	.385**	1	.085*	.156**	.093*
	Sig. (2-tailed)	.000		.026	.000	.016
	N	675	675	675	675	675
Job Involvement	Pearson Correlation	.075	.085*	1	-.263**	.039
	Sig. (2-tailed)	.051	.026		.000	.309
	N	675	675	675	675	675
Organizational Identification	Pearson Correlation	-.014	.156**	-.263**	1	.101**
	Sig. (2-tailed)	.714	.000	.000		.009
	N	675	675	675	675	675
National Identity-Value	Pearson Correlation	.060	.093*	.039	.101**	1
	Sig. (2-tailed)	.120	.016	.309	.009	
	N	675	675	675	675	675
National Identity-Religion	Pearson Correlation	.089*	.165**	-.127**	.273**	.518**
	Sig. (2-tailed)	.021	.000	.001	.000	.000
	N	675	675	675	675	675
National Identity Perception	Pearson Correlation	.072	.119**	.003	.152**	.979**
	Sig. (2-tailed)	.060	.002	.939	.000	.000
	N	675	675	675	675	675
Organizational Identity_ Membership	Pearson Correlation	.058	.160**	-.075	.767**	.055
	Sig. (2-tailed)	.135	.000	.052	.000	.157
	N	675	675	675	675	675
Organizational Identity_Loyalty	Pearson Correlation	-.068	.049	-.341**	.791**	.061
	Sig. (2-tailed)	.080	.204	.000	.000	.112
	N	675	675	675	675	675
Organizational Identity_Similarity	Pearson Correlation	-.065	.152**	-.238**	.721**	.159**
	Sig. (2-tailed)	.090	.000	.000	.000	.000
	N	675	675	675	675	675

Correlations

		National Identity- Religion	National Identity Perception	Organizational Identity_ Membership	Organizational Identity_ Loyalty	Organizational Identity_ Similarity
Job_Performance	Pearson Correlation	.089*	.072	.058	-.068	-.065
	Sig. (2-tailed)	.021	.060	.135	.080	.090
	N	675	675	675	675	675
Organizational Citizenship Behavior	Pearson Correlation	.165**	.119**	.160**	.049	.152**
	Sig. (2-tailed)	.000	.002	.000	.204	.000
	N	675	675	675	675	675
Job Involvement	Pearson Correlation	-.127**	.003	-.075	-.341**	-.238**
	Sig. (2-tailed)	.001	.939	.052	.000	.000
	N	675	675	675	675	675
Organizational Identification	Pearson Correlation	.273**	.152**	.767**	.791**	.721**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	675	675	675	675	675
National Identity-Value	Pearson Correlation	.518**	.979**	.055	.061	.159**
	Sig. (2-tailed)	.000	.000	.157	.112	.000
	N	675	675	675	675	675
National Identity-Religion	Pearson Correlation	1	.683**	.146**	.225**	.325**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	675	675	675	675	675
National Identity Perception	Pearson Correlation	.683**	1	.082*	.106**	.214**
	Sig. (2-tailed)	.000		.034	.006	.000
	N	675	675	675	675	675
Organizational Identity_ Membership	Pearson Correlation	.146**	.082*	1	.256**	.242**
	Sig. (2-tailed)	.000	.034		.000	.000
	N	675	675	675	675	675
Organizational Identity_Loyalty	Pearson Correlation	.225**	.106**	.256**	1	.699**
	Sig. (2-tailed)	.000	.006	.000		.000
	N	675	675	675	675	675
Organizational Identity_Similarity	Pearson Correlation	.325**	.214**	.242**	.699**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	675	675	675	675	675

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Appendix-10: REGRESSION**Descriptive Statistics**

	Mean	Std. Deviation	N
Organizational Citizenship Behavior	51.4827	13.96994	675
National Identity Perception	82.2471	13.25541	675
Organizational Identification	47.6725	9.07906	675

Correlations

		Organizational Citizenship Behavior	National Identity Perception	Organizational Identification
Pearson Correlation	Organizational Citizenship Behavior	1.000	.119	.156
	National Identity Perception	.119	1.000	.152
	Organizational Identification	.156	.152	1.000
Sig. (1-tailed)	Organizational Citizenship Behavior	.	.001	.000
	National Identity Perception	.001	.	.000
	Organizational Identification	.000	.000	.
N	Organizational Citizenship Behavior	675	675	675
	National Identity Perception	675	675	675
	Organizational Identification	675	675	675

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Organizational Identification, National Identity Perception	.	Enter

a. All requested variables entered.

b. Dependent Variable: Organizational Citizenship Behavior

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.183 ^a	.033	.031	13.75465	.033	11.632	2	672	.000

a. Predictors: (Constant), Organizational Identification, National Identity Perception

ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	4401.359	2	2200.680	11.632	.000 ^a
Residual	127135.883	672	189.190		
Total	131537.243	674			

a. Predictors: (Constant), Organizational Identification, National Identity Perception

b. Dependent Variable: Organizational Citizenship Behavior

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
(Constant)	32.714	4.052		8.073	.000			
1 National Identity Perception	.103	.040	.097	2.540	.011	.119	.098	.096
Organizational Identification	.216	.059	.141	3.667	.000	.156	.140	.139

a. Dependent Variable: Organizational Citizenship Behavior

Descriptive Statistics

	Mean	Std. Deviation	N
Job Involvement	30.0440	6.63105	675
Organizational Identification	47.6725	9.07906	675

Correlations

		Job Involvement	Organizational Identification
Pearson Correlation	Job Involvement	1.000	-.263
	Organizational Identification	-.263	1.000
Sig. (1-tailed)	Job Involvement	.	.000
	Organizational Identification	.000	.
N	Job Involvement	675	675
	Organizational Identification	675	675

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Organizational Identification	.	Enter

a. All requested variables entered.

b. Dependent Variable: Job Involvement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.263 ^a	.069	.068	6.40312	.069	49.838	1	673	.000

a. Predictors: (Constant), Organizational Identification

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2043.356	1	2043.356	49.838	.000 ^a
Residual	27593.002	673	41.000		
Total	29636.357	674			

a. Predictors: (Constant), Organizational Identification

b. Dependent Variable: Job Involvement

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
1 (Constant)	39.187	1.318		29.725	.000			
Organizational Identification	-.192	.027	-.263	-7.060	.000	-.263	-.263	-.263

a. Dependent Variable: Job Involvement

Descriptive Statistics

	Mean	Std. Deviation	N
Organizational Citizenship Behavior	51.4827	13.96994	675
National Identity-Value	66.3160	11.31719	675
National Identity-Religion	15.9311	3.19314	675

Correlations

		Organizational Citizenship Behavior	National Identity-Value	National Identity-Religion
Pearson Correlation	Organizational Citizenship Behavior	1.000	.093	.165
	National Identity-Value	.093	1.000	.518
	National Identity-Religion	.165	.518	1.000
Sig. (1-tailed)	Organizational Citizenship Behavior	.	.008	.000
	National Identity-Value	.008	.	.000
	National Identity-Religion	.000	.000	.
N	Organizational Citizenship Behavior	675	675	675
	National Identity-Value	675	675	675
	National Identity-Religion	675	675	675

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	National Identity-Religion, National Identity-Value	.	Enter

a. All requested variables entered.

b. Dependent Variable: Organizational Citizenship Behavior

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.165 ^a	.027	.024	13.79875	.027	9.413	2	672	.000

a. Predictors: (Constant), National Identity-Religion, National Identity-Value

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3584.729	2	1792.364	9.413	.000 ^a
	Residual	127952.514	672	190.406		
	Total	131537.243	674			

a. Predictors: (Constant), National Identity-Religion, National Identity-Value

b. Dependent Variable: Organizational Citizenship Behavior

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
(Constant)	39.535	3.385		11.680	.000			
1 National Identity-Value	.012	.055	.010	.224	.823	.093	.009	.009
National Identity-Religion	.699	.195	.160	3.591	.000	.165	.137	.137

a. Dependent Variable: Organizational Citizenship Behavior

Descriptive Statistics

	Mean	Std. Deviation	N
Organizational Citizenship Behavior	51.4827	13.96994	675
Organizational Identity_Membership	12.8153	5.32870	675
Organizational Identity_Similarity	11.6290	2.32389	675

Correlations

		Organizational Citizenship Behavior	Organizational Identity_Membership	Organizational Identity_Similarity
Pearson Correlation	Organizational Citizenship Behavior	1.000	.160	.152
	Organizational Identity_Membership	.160	1.000	.242
	Organizational Identity_Similarity	.152	.242	1.000
Sig. (1-tailed)	Organizational Citizenship Behavior	.	.000	.000
	Organizational Identity_Membership	.000	.	.000
	Organizational Identity_Similarity	.000	.000	.
N	Organizational Citizenship Behavior	675	675	675
	Organizational Identity_Membership	675	675	675
	Organizational Identity_Similarity	675	675	675

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Organizational Identity_Similarity, Organizational Identity_Membership	.	Enter

a. All requested variables entered.

b. Dependent Variable: Organizational Citizenship Behavior

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.198 ^a	.039	.036	13.71325	.039	13.734	2	672	.000

a. Predictors: (Constant), Organizational Identity_Similarity, Organizational Identity_Membership

ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	5165.485	2	2582.743	13.734	.000 ^a
Residual	126371.757	672	188.053		
Total	131537.243	674			

a. Predictors: (Constant), Organizational Identity_Similarity, Organizational Identity_Membership

b. Dependent Variable: Organizational Citizenship Behavior

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
(Constant)	38.667	2.773		13.945	.000			
1 Organizational Identity_Membership	.343	.102	.131	3.361	.001	.160	.129	.127
Organizational Identity_Similarity	.724	.234	.120	3.089	.002	.152	.118	.117

a. Dependent Variable: Organizational Citizenship Behavior

Descriptive Statistics

	Mean	Std. Deviation	N
Job Involvement	30.0440	6.63105	675
Organizational Identity_Loyalty	23.2282	4.19415	675
Organizational Identity_Similarity	11.6290	2.32389	675

Correlations

		Job Involvement	Organizational Identity_Loyalty	Organizational Identity_Similarity
Pearson Correlation	Job Involvement	1.000	-.341	-.238
	Organizational Identity_Loyalty	-.341	1.000	.699
	Organizational Identity_Similarity	-.238	.699	1.000
Sig. (1-tailed)	Job Involvement	.	.000	.000
	Organizational Identity_Loyalty	.000	.	.000
	Organizational Identity_Similarity	.000	.000	.
N	Job Involvement	675	675	675
	Organizational Identity_Loyalty	675	675	675
	Organizational Identity_Similarity	675	675	675

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Organizational Identity_Similarity, Organizational Identity_Loyalty	.	Enter

a. All requested variables entered.

b. Dependent Variable: Job Involvement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.341 ^a	.117	.114	6.24196	.117	44.323	2	672	.000

a. Predictors: (Constant), Organizational Identity_Similarity, Organizational Identity_Loyalty

ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3453.854	2	1726.927	44.323	.000 ^a
Residual	26182.503	672	38.962		
Total	29636.357	674			

a. Predictors: (Constant), Organizational Identity_Similarity, Organizational Identity_Loyalty

b. Dependent Variable: Job Involvement

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
(Constant)	42.580	1.406		30.290	.000			
1 Organizational Identity_Loyalty	-.540	.080	-.341	-6.737	.000	-.341	-.252	-.244
Organizational Identity_Similarity	.000	.145	.000	.003	.998	-.238	.000	.000

a. Dependent Variable: Job Involvement

Descriptive Statistics

	Mean	Std. Deviation	N
Job_Performance	12.8939	3.92672	675
Organizational Citizenship Behavior	51.4827	13.96994	675

Correlations

		Job_Performance	Organizational Citizenship Behavior
Pearson Correlation	Job_Performance	1.000	.385
	Organizational Citizenship Behavior	.385	1.000
Sig. (1-tailed)	Job_Performance	.	.000
	Organizational Citizenship Behavior	.000	.
N	Job_Performance	675	675
	Organizational Citizenship Behavior	675	675

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Organizational Citizenship Behavior	.	Enter

a. All requested variables entered.

b. Dependent Variable: Job_Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.385 ^a	.148	.147	3.62749	.148	116.783	1	673	.000

a. Predictors: (Constant), Organizational Citizenship Behavior

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1536.715	1	1536.715	116.783	.000 ^a
1 Residual	8855.790	673	13.159		
Total	10392.505	674			

a. Predictors: (Constant), Organizational Citizenship Behavior

b. Dependent Variable: Job_Performance

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
(Constant)	7.329	.534		13.738	.000			
1 Organizational Citizenship Behavior	.108	.010	.385	10.807	.000	.385	.385	.385

a. Dependent Variable: Job_Performance