



## Organizational Identification and Job Performance: The Role of Organizational Commitment in Islamic Universities

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### ABSTRACT

This research examines the connection between Job Performance (JP), Organizational Commitment (OC), and Organizational Identification (OI) in Islamic higher education institutions in Medan City. Using a rigorous quantitative method—Covariance-based Structural Equation Modelling (CB-SEM)—data were collected from 150 personnel across several Islamic universities. The results show a significant positive relationship between OI and JP, with OC acting as a mediating variable that enhances OI's impact on JP. These findings emphasize the importance of fostering strong organizational identification to improve employee performance. The study enriches the understanding of organizational behavior by clarifying OC's mediating role in the OI-JP relationship, particularly in the under-researched context of Islamic education. It suggests that cultivating OI among employees is crucial for strengthening institutional commitment and performance. As the first study of its kind in Medan's Islamic universities, it provides valuable insights for academia and institutional leaders about how OI influences organizational outcomes. The findings have significant implications for future research and policy development in Islamic educational management, broadening the discussion on organizational identification and performance into new, important areas.

**Keywords:** organizational identification, organizational commitment, job performance, private islamic universities.

### INTRODUCTION

The population of Medan City, a significant metropolitan center in Indonesia, is primarily Muslim, with 61.20% of its citizens identifying as Muslims. Both public and private institutions exist in the city to address the educational needs of this community; several of them include Islamic concepts into their curricula. As the number of these institutions increases, so does the competitive pressure to deliver high-quality education. Consequently,

universities are increasingly dependent on employees with strong job performance, as this directly enhances organizational effectiveness<sup>1</sup>.

Each university operates with specific objectives, which are pursued through structured organizational processes, often articulated within sub-organizational visions<sup>2</sup>. Reaching these goals requires cooperation and coordination between the university and individual staff members. Because of this, it is crucial for staff members to have a strong sense of organizational identity (OI), since this acts as a major source of motivation and a point of reference for supporting the objectives of the institution.

Organizational identity is essential for inspiring worker performance<sup>3</sup>. People who have a strong sense of identity with their company are more inclined to act in ways that advance the organization, frequently taking on greater responsibility for their duties<sup>4</sup>. OI is the process through which people match their unique identities with those of the organization, controlling both external and internal pressures and promoting a feeling of coherence between individual and collective<sup>5</sup>. Moreover, OI has been defined as the process of coordinating personal beliefs with the organization's overarching aims in order to accomplish common objectives<sup>6</sup>.

Despite its significance, Organizational Identification (OI) remains an underexplored topic within the research literature<sup>7</sup>. Notably, Carmeli et al<sup>8</sup> noted that there are few empirical investigations looking at the connection between OI and JP. A number of research<sup>9</sup> have found a statistically significant positive

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<sup>1</sup> Blake E Ashforth, Spencer H Harrison, and Kevin G Corley, "Identification in Organizations: An Examination of Four Fundamental Questions," *Journal of management* 34, no. 3 (2008): 325–374.

<sup>2</sup> Cecil Austin Gibb, *Leadership: Selected Readings*, vol. 17 (Penguin (Non-Classics), 1969).

<sup>3</sup> Ashforth, Harrison, and Corley, "Identification in Organizations: An Examination of Four Fundamental Questions."

<sup>4</sup> Hyun-Jung Lee, "The Role of Competence-based Trust and Organizational Identification in Continuous Improvement," *Journal of Managerial Psychology* 19, no. 6 (2004): 623–639.

<sup>5</sup> George Cheney and Phillip K Tompkins, "Coming to Terms with Organizational Identification and Commitment," *Communication Studies* 38, no. 1 (1987): 1–15.

<sup>6</sup> Michael G Pratt, "Central Questions in Organizational Identification," *Identity in organizations* 24, no. 3 (1998): 171–207.

<sup>7</sup> Michael Riketta, "Organizational Identification: A Meta-Analysis," *Journal of vocational behavior* 66, no. 2 (2005): 358–384.

<sup>8</sup> Abraham Carmeli, Gershon Gilat, and David A Waldman, "The Role of Perceived Organizational Performance in Organizational Identification, Adjustment and Job Performance," *Journal of Management Studies* 44, no. 6 (2007): 972–992.

<sup>9</sup> Marina N Astakhova and Gayle Porter, "Understanding the Work Passion–Performance Relationship: The Mediating Role of Organizational Identification and Moderating Role of Fit at Work," *Human Relations* 68, no. 8 (2015): 1315–1346; Antonino Callea, Flavio Urbini, and Antonio Chirumbolo, "The Mediating Role of Organizational Identification in the Relationship between Qualitative Job Insecurity, OCB and Job Performance," *Journal of Management Development* 35, no. 6 (2016): 735–746; Aamir Ali Chughtai and Finian Buckley, "Assessing the Effects of

correlation between OI and JP. Nonetheless, some research<sup>10</sup> has revealed that OI has a little or inconsequential impact on JP. The inconsistencies in these findings highlight the need for further empirical investigation.

In response to these inconsistencies, the current work seeks to create a more thorough research model that investigates the processes by which OI affects JP experimentally. Specifically, this study introduces OC as a mediating factor to better understand the processes that enhance the OI-JP relationship. The incessant difficulties managers encounter in addressing poor employee commitment to their firms serve as the driving force behind the incorporation of OC<sup>11</sup>.

OI, defined as employees' willingness to work hard and feel proud of their organization<sup>12</sup>, is posited as a mediating factor in the OI-JP relationship. Using OC as a mediating factor, this study will look at both the direct and indirect effects of OI on JP. By positioning OI as an antecedent, and OC and JP as outcomes, this study contributes to our knowledge of how employee performance and organizational success are influenced by organizational identity.

Previous research linking organizational identification to job performance has explored a variety of contexts, including high school teachers<sup>13</sup>, employees in

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Organizational Identification on In-role Job Performance and Learning Behaviour: The Mediating Role of Learning Goal Orientation," *Personnel Review* 39, no. 2 (2010): 242-258; Qing Miao et al., "Public Service Motivation and Performance: The Role of Organizational Identification," *Public Money & Management* 39, no. 2 (2019): 77-85; Beatrice Piccoli et al., "Job Insecurity and Performance: The Mediating Role of Organizational Identification," *Personnel Review* 46, no. 8 (2017): 1508-1522; Fred O Walumbwa and Chad A Hartnell, "Understanding Transformational Leadership-Employee Performance Links: The Role of Relational Identification and Self-efficacy," *Journal of occupational and organizational psychology* 84, no. 1 (2011): 153-172.

<sup>10</sup> Isabel Buil, Eva Martínez, and Jorge Matute, "Transformational Leadership and Employee Performance: The Role of Identification, Engagement and Proactive Personality," *International Journal of Hospitality Management* 77 (2019): 64-75; Christopher S Reina, Zhen Zhang, and Suzanne J Peterson, "CEO Grandiose Narcissism and Firm Performance: The Role of Organizational Identification," *The leadership quarterly* 25, no. 5 (2014): 958-971; Ipek Kalemci Tüzün, Fatih Çetin, and H Nejat Basim, "Improving Job Performance through Identification and Psychological Capital," *International Journal of Productivity and Performance Management* 67, no. 1 (2018): 155-170.

<sup>11</sup> Carol Reade and Hyun-Jung Lee, "Organizational Commitment in Time of War: Assessing the Impact and Attenuation of Employee Sensitivity to Ethnopolitical Conflict," *Journal of International Management* 18, no. 1 (2012): 85-101.

<sup>12</sup> Richard T Mowday, Richard M Steers, and Lyman W Porter, "The Measurement of Organizational Commitment," *Journal of vocational behavior* 14, no. 2 (1979): 224-247.

<sup>13</sup> Chughtai and Buckley, "Assessing the Effects of Organizational Identification on In-role Job Performance and Learning Behaviour: The Mediating Role of Learning Goal Orientation."

the pharmaceutical sector<sup>14</sup>, leaders in computer companies<sup>15</sup>, employees of large-scale industrial firms<sup>16</sup>, staff in private organizations<sup>17</sup>, academics at universities<sup>18</sup>, government employees<sup>19</sup>, and hotel staff<sup>20</sup>.

The emphasis of this research is on faculty members in Islamic universities, an area of study that has not received enough attention in the existing literature. Therefore, this research specifically investigates employees at private Islamic universities in Medan. The results should provide insightful information on how employee organizational identification might improve university performance both directly and through the intermediary of organizational commitment.

To put it another way, please try to answer at least two questions: (1) why you believe that your research question is such an important to answer; and (2) how other scholars have or have not answered, or how you think your answer would be a contribution to the existing scholarship on the subject.

A detailed description of your methods in doing the research is not necessary to write down in this section, but if you think you have to do so, you may mention it slightly in one or two sentences.

A little bit of exploration on the flows of your discussion and the expected final results will be good points for closing this introduction section.

## Literature Review

### Social Identity Theory (SIT)

Henri Tajfel and John Turner presented the fundamental idea of Social Identity Theory (SIT) in the 1970s and 1980s. According to SIT, a person's involvement in social groups has a substantial impact on their self-concept, which in turn influences their attitudes, cognition, and behavior<sup>21</sup>. The term social-identity theory (SIT) refers to the aspect of a person's self-concept that stems from their awareness of belonging to a social group or groups, as well as

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<sup>14</sup> Walumbwa and Hartnell, "Understanding Transformational Leadership–Employee Performance Links: The Role of Relational Identification and Self-efficacy."

<sup>15</sup> Reina, Zhang, and Peterson, "CEO Grandiose Narcissism and Firm Performance: The Role of Organizational Identification."

<sup>16</sup> Astakhova and Porter, "Understanding the Work Passion–Performance Relationship: The Mediating Role of Organizational Identification and Moderating Role of Fit at Work."

<sup>17</sup> Callea, Urbini, and Chirumbolo, "The Mediating Role of Organizational Identification in the Relationship between Qualitative Job Insecurity, OCB and Job Performance"; Piccoli et al., "Job Insecurity and Performance: The Mediating Role of Organizational Identification."

<sup>18</sup> Tüzün, Çetin, and Basim, "Improving Job Performance through Identification and Psychological Capital."

<sup>19</sup> Miao et al., "Public Service Motivation and Performance: The Role of Organizational Identification."

<sup>20</sup> Buil, Martínez, and Matute, "Transformational Leadership and Employee Performance: The Role of Identification, Engagement and Proactive Personality."

<sup>21</sup> Henri Tajfel et al., "An Integrative Theory of Intergroup Conflict," *Organizational identity: A reader* 56, no. 65 (1979): 56–65.

the values and emotional meaning associated with that affiliation<sup>22</sup>. The theory defines several social categories that people might identify with, including gender, nationality, career, or religion. These categories can be sources of identity on their own or in combination. SIT has made significant contributions to our understanding of a variety of phenomena related to social influence and group behavior, including those related to work-related activities<sup>23</sup>.

### Social Exchange Theory (SET)

SET is a framework for understanding social relationships that was originally proposed by Blau<sup>24</sup>. The theory posits that individuals, as social beings, are motivated to reciprocate the benefits they receive from others or organizations. This reciprocity is an effort to maintain a balanced relationship. SET emphasizes that when social exchanges adhere to established norms, relationships founded on mutual trust and commitment are likely to develop<sup>25</sup>. Saks<sup>26</sup> further asserts that resources provided by their business have an impact on how engaged individuals are with their work and organization. In this paradigm, organizational resources serve as antecedents, encouraging workers to respond with increased levels of engagement. As a result, SET provides a theoretical framework for comprehending the reasons behind individuals' differing levels of engagement in their workplace and organizational environments.

### Organizational Identification (OI)

The idea of organizational identity, initially introduced by Mael and Ashforth<sup>27</sup>, is a reflection of the strong sense of belonging that members of an organization feel. According to Dutton et al.<sup>28</sup>, it describes the degree to which people match their own perceptions of themselves with the characteristics they feel best capture the organization's basic ideals. This identification process is an

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<sup>22</sup> Henri Tajfel, "Social Categorization, Social Identity and Social Comparison," *Differentiation between social group* (1978): 61-76.

<sup>23</sup> Maria Karanika-Murray et al., "Organizational Identification, Work Engagement, and Job Satisfaction," *Journal of Managerial Psychology* 30, no. 8 (2015): 1019-1033.

<sup>24</sup> P M Blau, *Exchange and Power in Social Life*. Wiley: New York, 1964.

<sup>25</sup> Russell Cropanzano and Marie S Mitchell, "Social Exchange Theory: An Interdisciplinary Review," *Journal of management* 31, no. 6 (2005): 874-900.

<sup>26</sup> Alan M Saks, "Antecedents and Consequences of Employee Engagement," *Journal of managerial psychology* 21, no. 7 (2006): 600-619.

<sup>27</sup> Fred Mael and Blake E Ashforth, "Alumni and Their Alma Mater: A Partial Test of the Reformulated Model of Organizational Identification," *Journal of organizational Behavior* 13, no. 2 (1992): 103-123.

<sup>28</sup> Jane E Dutton, Janet M Dukerich, and Celia V Harquail, "Organizational Images and Member Identification," *Administrative science quarterly* 39, no. 2 (1994): 239-263.

individual's attempt to combine their own identity with the organization's<sup>29</sup>. The construct of OI is firmly rooted in SIT, which offers a complete framework for comprehending identification dynamics in group contexts<sup>30</sup>. SIT conceptualizes organizational identification as a strong sense of belonging to the organizational group<sup>31</sup>. When organizational identification is extremely prominent, people integrate key components of their self-concept into the distinctive, persistent, and important features of the organization<sup>32</sup>. In this study, OI is proposed as the key mechanism through which employee performance is influenced and enhanced.

### Organizational Commitment (OC)

OI is widely regarded as a significant organizational challenge for leaders<sup>33</sup>. It reflects the attitudes workers hold toward their organization<sup>34</sup>, encompassing their level of effort, commitment, and pride in belonging to the group<sup>35</sup>. In essence, OC encapsulates a person's identification with<sup>36</sup> and appreciation for<sup>37</sup> their company. Allen and Meyer<sup>38</sup> conceptualize OI as a psychological condition that characterizes an employee's connection with their employer and influences their intention to stay with it. Meyer and Herscovitch<sup>39</sup>, commitment is the "bond" that binds a person to behaviors meant to achieve particular goals. Farahani et al<sup>40</sup>, OC is also defined as the psychological commitment and emotional attachment that workers have to their

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<sup>29</sup> Daan Van Knippenberg and Ed Sleebos, "Organizational Identification versus Organizational Commitment: Self-definition, Social Exchange, and Job Attitudes," *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior* 27, no. 5 (2006): 571-584.

<sup>30</sup> Tüzün, Çetin, and Basim, "Improving Job Performance through Identification and Psychological Capital."

<sup>31</sup> Blake E Ashforth and Fred Mael, "Social Identity Theory and the Organization," *Academy of management review* 14, no. 1 (1989): 20-39.

<sup>32</sup> Dutton, Dukerich, and Harquail, "Organizational Images and Member Identification."

<sup>33</sup> Reade and Lee, "Organizational Commitment in Time of War: Assessing the Impact and Attenuation of Employee Sensitivity to Ethnopolitical Conflict."

<sup>34</sup> Lynn M Shore and Lois E Tetrick, "A Construct Validity Study of the Survey of Perceived Organizational Support.," *Journal of applied psychology* 76, no. 5 (1991): 637.

<sup>35</sup> Mowday, Steers, and Porter, "The Measurement of Organizational Commitment."

<sup>36</sup> Ibid.

<sup>37</sup> Deborah M Powell and John P Meyer, "Side-Bet Theory and the Three-Component Model of Organizational Commitment," *Journal of vocational behavior* 65, no. 1 (2004): 157-177.

<sup>38</sup> Natalie J Allen and John P Meyer, "Construct Validation in Organizational Behavior Research: The Case of Organizational Commitment," in *Problems and Solutions in Human Assessment* (Springer, 2000), 285-314.

<sup>39</sup> John P Meyer and Lynne Herscovitch, "Commitment in the Workplace: Toward a General Model," *Human resource management review* 11, no. 3 (2001): 299-326.

<sup>40</sup> Majid Farahani, Marzieh Taghadosi, and Mehdi Behboudi, "An Exploration of the Relationship between Transformational Leadership and Organizational Commitment: The Moderating Effect of Emotional Intelligence: Case Study in Iran," *International Business Research* 4, no. 4 (2011): 211.

company. Similarly, Qureshi et al.<sup>41</sup> say OC is the “sense of responsibility” employees feel toward fulfilling the organization’s mission.

### Job Performance (JP)

JP may be interpreted using two main dimensions: in-role (task) performance and extra-role (contextual) performance<sup>42</sup>. In-role performance is the term used to describe actions and results that are directly in line with the organization's main goals and essential to accomplishing them<sup>43</sup>. Extra-role (contextual) performance, on the other hand, encompasses voluntary, discretionary behaviors that go beyond the formal job requirements and, while not directly impacting productivity, contribute positively to the organizational environment<sup>44</sup>. Behrman and Perreault<sup>45</sup> emphasize that in-role (job) performance includes fulfilling the organization’s critical functions and effectively meeting its objectives.

### Organizational Identification (OI) and Job Performance (JP)

According to Dutton et al.<sup>46</sup>, OI is expected to positively predict JP and organizational citizenship behavior towards the organization (OCBO) due to two main factors. First, workers with strong organizational identification tend to have a more upbeat mindset about their company. Social Identity Theory (SIT) posits that a feeling of unity and being a part of a group or organization enhances a person's sense of self-worth<sup>47</sup>. Increased self-esteem, in turn, can lead to greater effort and commitment from employees<sup>48</sup>. Furthermore, affiliation with the

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<sup>41</sup> Javeria Ashfaq Qureshi et al., “Impact of Job Satisfaction and Organizational Commitment on Employee Performance, Evidence from Pakistan,” *Interdisciplinary Journal of Contemporary Research in Business* 3, no. 4 (2011): 642–657.

<sup>42</sup> Walter C Borman and S M Motowidlo, *Expanding the Criterion Domain to Include Elements of Contextual Performance*, 1993.

<sup>43</sup> Stephan J Motowidlo and James R Van Scotter, “Evidence That Task Performance Should Be Distinguished from Contextual Performance.,” *Journal of Applied psychology* 79, no. 4 (1994): 475.

<sup>44</sup> Philip M Podsakoff and Scott B MacKenzie, “An Examination of the Psychometric Properties and Nomological Validity of Some Revised and Reduced Substitutes for Leadership Scales.,” *Journal of Applied psychology* 79, no. 5 (1994): 702.

<sup>45</sup> Douglas N Behrman and William D Perreault Jr, “A Role Stress Model of the Performance and Satisfaction of Industrial Salespersons,” *Journal of marketing* 48, no. 4 (1984): 9–21.

<sup>46</sup> Dutton, Dukerich, and Harquail, “Organizational Images and Member Identification.”

<sup>47</sup> Michael A Hogg and John C Turner, “Interpersonal Attraction, Social Identification and Psychological Group Formation,” *European journal of social psychology* 15, no. 1 (1985): 51–66; Tajfel, “Social Categorization, Social Identity and Social Comparison.”

<sup>48</sup> Fred O Walumbwa, Bruce J Avolio, and Weichun Zhu, “How Transformational Leadership Weaves Its Influence on Individual Job Performance: The Role of Identification and Efficacy Beliefs,” *Personnel psychology* 61, no. 4 (2008): 793–825.

organization encourages workers to participate in ways that support the company's goals as well as their passions<sup>49</sup>.

Second, when individuals perceive themselves as integral participants in the group, they probably will align their individual passions with the group's objectives of the organization, fostering behaviors that support the broader organizational objectives<sup>50</sup>. Empirical studies have shown a robust relationship between employee identification and favorable results like work performance and role-playing<sup>51</sup>. In light of that reasoning, the subsequent conjecture proposed:

H1: OI will positively and significantly impact the job performance of lecturers at private Islamic universities in Medan City.

### **Organizational Identification (OI) and Organizational Commitment (OC)**

According to Gautam et al.<sup>52</sup>, there is notable confusion about the idea distinction between organizational commitment and identification, both theoretically and empirically. Scholars are divided on whether these constructs are distinct or overlapping. Some experts view them separately, while others

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<sup>49</sup> Rolf Van Dick et al., "Interactive Effects of Work Group and Organizational Identification on Job Satisfaction and Extra-Role Behavior," *Journal of Vocational Behavior* 72, no. 3 (2008): 388-399.

<sup>50</sup> H M Herman and Warren C K Chiu, "Transformational Leadership and Job Performance: A Social Identity Perspective," *Journal of business research* 67, no. 1 (2014): 2827-2835; Van Dick et al., "Interactive Effects of Work Group and Organizational Identification on Job Satisfaction and Extra-Role Behavior"; Daan Van Knippenberg, "Work Motivation and Performance: A Social Identity Perspective," *Applied psychology* 49, no. 3 (2000): 357-371.

<sup>51</sup> Astakhova and Porter, "Understanding the Work Passion-Performance Relationship: The Mediating Role of Organizational Identification and Moderating Role of Fit at Work"; Callea, Urbini, and Chirumbolo, "The Mediating Role of Organizational Identification in the Relationship between Qualitative Job Insecurity, OCB and Job Performance"; Chughtai and Buckley, "Assessing the Effects of Organizational Identification on In-role Job Performance and Learning Behaviour: The Mediating Role of Learning Goal Orientation"; Miao et al., "Public Service Motivation and Performance: The Role of Organizational Identification"; Piccoli et al., "Job Insecurity and Performance: The Mediating Role of Organizational Identification"; Michael Riketta and Rolf Van Dick, "Foci of Attachment in Organizations: A Meta-Analytic Comparison of the Strength and Correlates of Workgroup versus Organizational Identification and Commitment," *Journal of vocational behavior* 67, no. 3 (2005): 490-510; Walumbwa, Avolio, and Zhu, "How Transformational Leadership Weaves Its Influence on Individual Job Performance: The Role of Identification and Efficacy Beliefs."

<sup>52</sup> Thaneswor Gautam, Rolf Van Dick, and Ulrich Wagner, "Organizational Identification and Organizational Commitment: Distinct Aspects of Two Related Concepts," *Asian Journal of social psychology* 7, no. 3 (2004): 301-315.



argue they are essentially the same<sup>53</sup>. Ashforth and Mael<sup>54</sup> define the identity of the organization as self-reference or self-definition, in contrast to it with organizational commitment. OI contributes to a person's perception of themselves, reflecting an awareness of unity along with or belonging to the group, wherein the person identifies themselves in relation to the group<sup>55</sup>.

According to Social Identity Theory<sup>56</sup> and, more specifically, Self-Categorization Theory<sup>57</sup>, organizational identity is dynamic and influenced by the significance of the group membership as well as the setting of interactions with different groups<sup>58</sup>. Commitment, on the other hand, is considered a relatively stable and enduring attitude, shaped by several factors<sup>59</sup>. Organizational identity is based on a feeling of equality and mutual destiny with the company<sup>60</sup>, whereas dedication arises through exchanges and interaction between people and company<sup>61</sup>. Consequently, although organizational identity and company dedication are distinct, they are linked to each other. Over time, a strong sense of organization might foster a steady and persistent mindset of commitment. Supporting this, Mael and Tetrick<sup>62</sup> identified a relationship between dedication to the organization and organizational identification.

Empirical research has demonstrated a favorable and significant influence of organizational commitment and identification<sup>63</sup>. In light of that evidence, the subsequent conjecture proposed:

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<sup>53</sup> Rolf Van Dick, "Identification in Organizational Contexts: Linking Theory and Research from Social and Organizational Psychology," *International Journal of Management Reviews* 3, no. 4 (2001): 265–283; Rolf Van Dick, "My Job Is My Castle: Identification in Organizational Contexts," *International review of industrial and organizational psychology* 19 (2004): 171–204; Rolf Van Dick, Ulrich Wagner, and Thaneswor Gautam, *Identifikation in Organisationen: Theoretische Zusammenhänge Und Empirische Befunde* (na, 2002); Yoash Wiener, "Commitment in Organizations: A Normative View," *Academy of management review* 7, no. 3 (1982): 418–428.

<sup>54</sup> Ashforth and Mael, "Social Identity Theory and the Organization."

<sup>55</sup> Mael and Ashforth, "Alumni and Their Alma Mater: A Partial Test of the Reformulated Model of Organizational Identification."

<sup>56</sup> Henri Tajfel et al., "Psychology of Intergroup Relations," *Chicago: Nelson-Hall* (1986).

<sup>57</sup> John C Turner et al., *Rediscovering the Social Group: A Self-Categorization Theory*. (Basil Blackwell, 1987).

<sup>58</sup> Michael G Pratt, "Social Identity Dynamics in Modern Organizations: An Organizational Psychology," *Social identity processes in organizational contexts* 13 (2001); Ulrich Wagner and Phillip L Ward, "Variation of Out-group Presence and Evaluation of the In-group," *British Journal of Social Psychology* 32, no. 3 (1993): 241–251.

<sup>59</sup> Pratt, "Central Questions in Organizational Identification."

<sup>60</sup> Mael and Ashforth, "Alumni and Their Alma Mater: A Partial Test of the Reformulated Model of Organizational Identification."

<sup>61</sup> Tom Tyler and Steven Blader, *Cooperation in Groups: Procedural Justice, Social Identity, and Behavioral Engagement* (Routledge, 2013).

<sup>62</sup> Fred A Mael and Lois E Tetrick, "Identifying Organizational Identification," *Educational and psychological measurement* 52, no. 4 (1992): 813–824.

<sup>63</sup> Gregory W Allen, Prince A Attah, and Tao Gong, "Transformational Leadership and Affective Organizational Commitment: Mediating Roles of Perceived Social Responsibility and

H2: OI will positively and significantly affect the organizational commitment of lecturers at private Islamic universities in Medan City.

### **Organizational Commitment (OC) and Job Performance (JP)**

OC represents a critical challenge for managers in organizations<sup>64</sup>. It's characterized by a worker's readiness to expend effort in their job and a feeling of accomplishment being part of the company<sup>65</sup>. Essentially, organizational commitment reflects a person's affiliation with the company<sup>66</sup>, often accompanied by recognition and rewards<sup>67</sup>. Mowday et al<sup>68</sup> propose that company dedication signifies a link between a person and their company, emphasizing their readiness to contribute towards achieving organizational goals. A committed employee demonstrates sincere engagement, loyalty, and a positive attitude, thereby exhibiting behaviors that uphold the organization's objectives and a long-term commitment.

Theoretically, a person's organizational commitment is closely tied to their organizational identity. The concept of organizational identity is deeply rooted in SIT<sup>69</sup>. SIT conceptualizes organizational identity as the sense of oneness or feeling included amongst members of the group<sup>70</sup>. Beyond organizational identity, individual commitment is further fostered by recognition and material incentives, aligning with Social Exchange Theory (SET). SET posits that social relationships built on mutual trust and commitment emerge when both parties (individuals and organizations) adhere to exchange norms<sup>71</sup>.

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Organizational Identification," *Social Responsibility Journal* 13, no. 3 (2017): 585–600; Su-Yueh Chen et al., "Organizational Justice, Trust, and Identification and Their Effects on Organizational Commitment in Hospital Nursing Staff," *BMC health services research* 15, no. 1 (2015): 1–17; Manish Gupta, "Corporate Social Responsibility, Employee–Company Identification, and Organizational Commitment: Mediation by Employee Engagement," *Current Psychology* 36, no. 1 (2017): 101–109; Ying Li et al., "Organizational Trust and Safety Operation Behavior in Airline Pilots: The Mediating Effects of Organizational Identification and Organizational Commitment," *Journal of Air Transport Management* 92 (2021): 102018; Guillaume Soenen and Tessa Melkonian, "Fairness and Commitment to Change in M&As: The Mediating Role of Organizational Identification," *European Management Journal* 35, no. 4 (2017): 486–492; Stephen Wilkins et al., "The Effects of Social Identification and Organizational Identification on Student Commitment, Achievement and Satisfaction in Higher Education," *Studies in higher education* 41, no. 12 (2016): 2232–2252.

<sup>64</sup> Reade and Lee, "Organizational Commitment in Time of War: Assessing the Impact and Attenuation of Employee Sensitivity to Ethnopolitical Conflict."

<sup>65</sup> Mowday, Steers, and Porter, "The Measurement of Organizational Commitment."

<sup>66</sup> Ibid.

<sup>67</sup> Powell and Meyer, "Side-Bet Theory and the Three-Component Model of Organizational Commitment."

<sup>68</sup> Richard T Mowday, Lyman W Porter, and Richard M Steers, *Employee – Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover* (Academic press, 2013).

<sup>69</sup> Tüzün, Çetin, and Basim, "Improving Job Performance through Identification and Psychological Capital."

<sup>70</sup> Ashforth and Mael, "Social Identity Theory and the Organization."

<sup>71</sup> Cropanzano and Mitchell, "Social Exchange Theory: An Interdisciplinary Review."

Empirical research has demonstrated significantly correlated between OI and JP. Rashid et al<sup>72</sup> obtained that both workplace commitment and culture significantly influence performance. This finding is supported by subsequent research<sup>73</sup>. In light of these observations, it is postulated that there exists a positive and substantial relationship between OC and JP. Therefore, the proposed hypothesis is:

H3: OC will favorably and substantially affect the JP of lecturers at Islamic private universities in Medan City.

### **Organizational Identification (OI) and Job Performance (JP) Relationship with Organizational Commitment (OC) as Mediating Variable**

OI is a fundamental feeling of belonging with an organization that results from a person's involvement with the company where they are employed<sup>74</sup>. This idea is based on SIT, which defines organizational identification as the extent to which a person identifies with the core values and characteristics of the company<sup>75</sup>. When OI is robust, individuals integrate their self-perceptions along with the company's core values as well as objectives<sup>76</sup>.

Organizational commitment, in contrast, describes a worker's readiness to work hard and exhibit delight in their job and company<sup>77</sup>. It encompasses a person's identification with the company as well as reception both of material and non-material rewards<sup>78</sup>. The responsibility for providing such rewards lies with the organization, while maintaining a strong individual identity is a fundamental obligation of each member. A well-established organizational identity, combined with appropriate recognition and rewards, fosters a higher

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<sup>72</sup> Zabid Abdul Rashid, Murali Sambasivan, and Juliana Johari, "The Influence of Corporate Culture and Organisational Commitment on Performance," *Journal of management development* 22, no. 8 (2003): 708-728.

<sup>73</sup> Anastasios D Diamantidis and Prodromos Chatzoglou, "Factors Affecting Employee Performance: An Empirical Approach," *International Journal of Productivity and Performance Management* 68, no. 1 (2019): 171-193; Nedi Hendri, "The Impact of Organizational Commitment on Job Performance," *International Journal of Economics and Business Administration* VII, no. 2 (2019): 189-206; Neuza Ribeiro, İlhami Yücel, and Daniel Gomes, "How Transformational Leadership Predicts Employees' Affective Commitment and Performance," *International Journal of Productivity and Performance Management* 67, no. 9 (2018): 1901-1917; Marcy Rita et al., "Moderating Effect of Organizational Citizenship Behavior on the Effect of Organizational Commitment, Transformational Leadership and Work Motivation on Employee Performance," *International Journal of Law and Management* 60, no. 4 (2018): 953-964.

<sup>74</sup> Mael and Ashforth, "Alumni and Their Alma Mater: A Partial Test of the Reformulated Model of Organizational Identification."

<sup>75</sup> Tüzün, Çetin, and Basim, "Improving Job Performance through Identification and Psychological Capital"; Ashforth and Mael, "Social Identity Theory and the Organization."

<sup>76</sup> Dutton, Dukerich, and Harquail, "Organizational Images and Member Identification."

<sup>77</sup> Mowday, Steers, and Porter, "The Measurement of Organizational Commitment."

<sup>78</sup> Powell and Meyer, "Side-Bet Theory and the Three-Component Model of Organizational Commitment."

level of organizational commitment. This dynamic aligns with Social Exchange Theory (SET), which posits that mutual exchanges between individuals and organizations build relationships grounded in trust and commitment<sup>79</sup>. Consequently, a committed individual will exhibit serious engagement, loyalty, and a positive attitude toward the organization, thus contributing to its goals and demonstrating a long-term commitment.

Theoretically, OC is expected to be a mediator in the interaction between OI and JP. However, empirical research has not yet comprehensively investigated the mediation effect thus far. In light of the theoretical underpinnings and current empirical data, the proposition suggests that OI influences JP by use of OC as a mediator. Therefore, the proposed hypothesis is:

H4: Organizational identification will positively and significantly affect job performance, mediated by organizational commitment, among lecturers at Islamic private universities in Medan City.

## METHODS

To test the hypothesis proposed by researchers, they conducted empirical studies by spreading questionnaires to lecturers of private Islamic universities in Medan City with as many as 150 respondents. The basis for determining the quantity of samples is multiplying the quantity of indicators by 5<sup>80</sup>. Respondents gave their responses and filled out questionnaires using a Likert scale. All constructs will have a valid and reliable scale based on those available in the literature. Thus, in this investigation, researchers modified a validated scale to assess the concept of the study.

Meanwhile, organizational identification will be assessed by the use of the scale of measurement for<sup>81</sup>. OC is measured using three-dimensional measurement scales, specifically normative, continuance, and affective commitments<sup>82</sup>. JP is measured using dimensions from Koopmans et al.<sup>83</sup>. This study employs a quantitative methodology, and AMOS software will be used to evaluate the data using SEM. SEM is employed to evaluate and test the suggested model relationship in between the constructions of this research.

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<sup>79</sup> Cropanzano and Mitchell, "Social Exchange Theory: An Interdisciplinary Review."

<sup>80</sup> Joseph F Hair et al., *Multivariate Data Analysis*, 7th Editio. (NJ: Pearson Prentice Hall, 2010).

<sup>81</sup> Mael and Tetrick, "Identifying Organizational Identification."

<sup>82</sup> Natalie J Allen and John P Meyer, "The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization," *Journal of occupational psychology* 63, no. 1 (1990): 1-18.

<sup>83</sup> Koopmans et al., "Measuring Individual Work Performance: Identifying and Selecting Indicators," *Work* 48, no. 2 (2014): 229-238.

## RESULT AND DISCUSSION

### Demographics of Respondent Distribution

Information about the respondents to this study as described in the following table:

**Table 1. Demographics of the Distribution of Respondents**

Overview of Respondents	Criterion	Percentage (%)
Gender	Male	51,92
	Female	48,08
Lecturer's Ups and Downs	Lecturer	39,23
	Assistant Professor	52,93
	Associate Professor	7,84
Duration to Become a Lecturer (Year)	1 - 5	32,58
	6 - 10	39,75
	11 - 15	18,31
	Over 20 years	9,36

Source: Processed data, 2024

Overall, these respondents were dominated by men by 51.92%, while the level of lecturers dominated by lecturers who had an assistant professor rank with 52.93%. For the duration of being lecturer is dominated by those between 6-10 years with 39.75%. This provides information that lecturers at Islamic universities are still in productive age that be able to achieve the goals of the university.

### Confirmatory Factor Analysis (CFA) Test

The CFA test is conducted to ensure the variables used are actually capable and suitable to provide an overview of the construct variables. Measuring validity using convergent validity from the loading factor, while the loading value of the factor must be greater than 0.50, then using validity measurements using Average Variance Extracted (AVE), and the AVE value must be greater than 0.5, thus it can be stated that the indicator is suitable to describe its constructed variables. Reliability test uses construct reliability and a construct value must greater than 0.70, which then meant as consistent indicators to describe the construct variable.

The results of the validity and reliability test for the variables as follows:

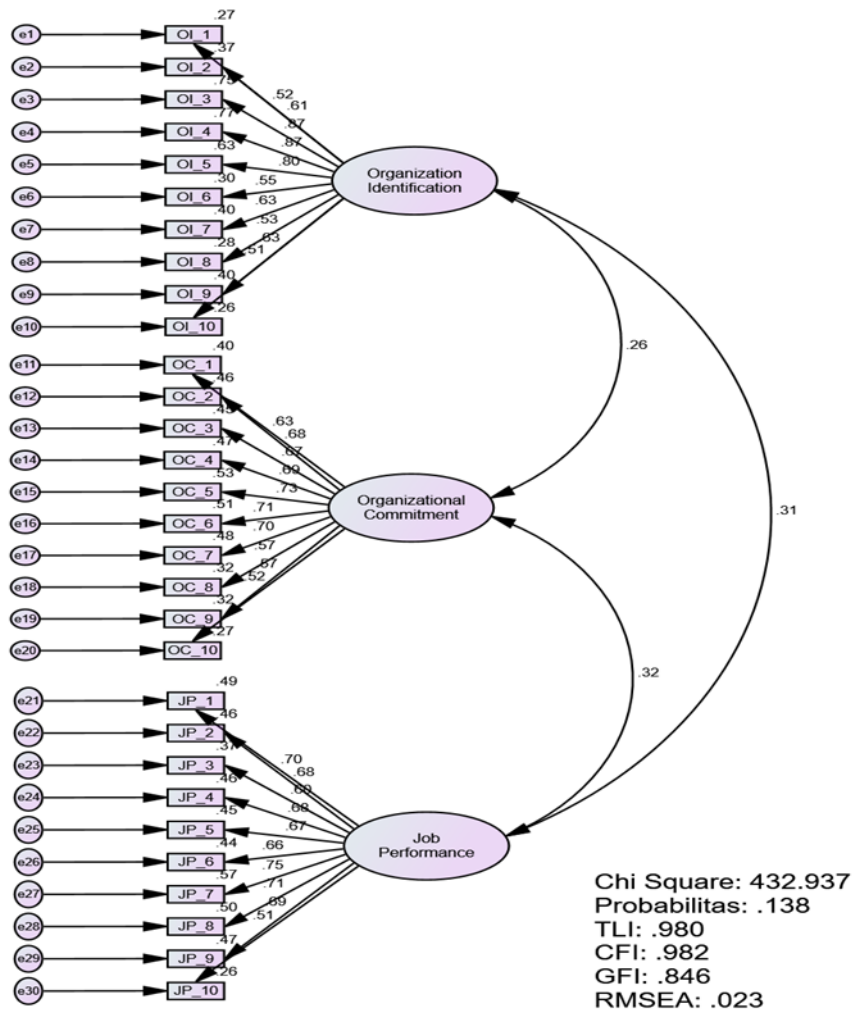


Figure 1. CFA Test Results

Figure 1 provides the results of the validity test using convergent validity which seen from the loading factor value of each indicator is greater than 0.5 and these results are supported by the results of AVE test that can be seen as follows:

Table 2. Result Test of Average Variance Extracted (AVE) and Construct Reliability

Variable Leave	Average Variance Extracted	Construct Reliability
Organizational Identification	0.78	0.88
Organizational Commitment	0.76	0.88
Job Performance	0.78	0.89

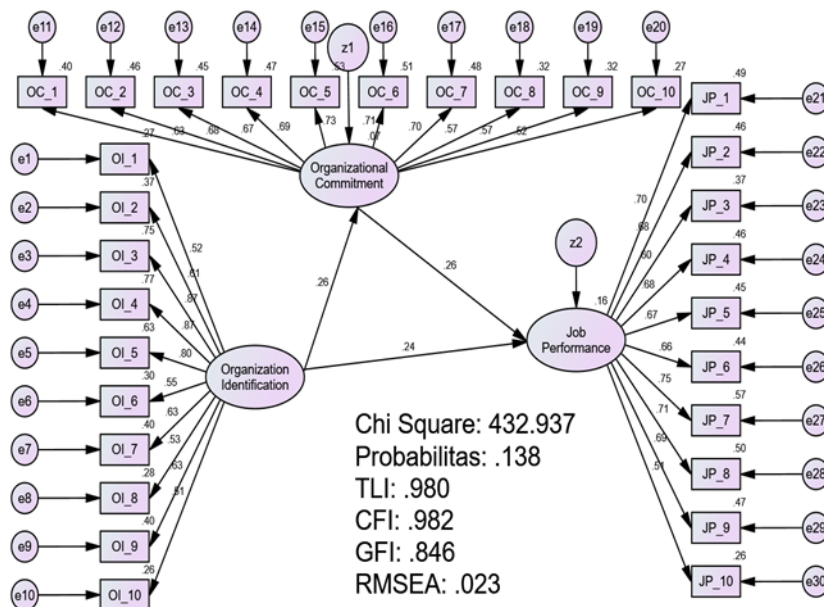
Source: Processed data, 2024

Table 2 provides validity information from the AVE test for each construct that larger than expected, so means the indicators used are able to describe their respective constructs. Furthermore, the construct reliability value has exceeded than expected, so that the indicators on the construct are good indicators and consistently describes the construct.

**Goodness of Fit Model**

Goodness of fit tests of model is important to find out which models are formed to have a match between the population and the sample. If the test results show an unfit on the model, then the next step is to modify the model<sup>84</sup>.

The main requirement of testing the goodness of fit model is that the value of chi square ( $\chi^2$ ) is smaller than the chi square table ( $\chi^2$  table). The magnitude of the value of  $\chi^2$  table (is  $X^2_{0.05;402}$ ) 449,749. The next condition is a probability value of the significance of the model greater than 0.05 ( $p > 0.05$ ) as well as a RMSEA value smaller than 0.080 (RMSEA < 0.080). The results of the goodness of fit model test are as follows:



**Figure 2. Testing goodness of fit models and hypotheses**

As shown, the value of  $\chi^2$  the calculation of the model of magnitude is 432,937 smaller than the value of  $\chi^2$  table (432,937 < 449,749), while the probability value of the model is 0.138 greater than 0.05 (0.138 > 0.05) and

<sup>84</sup> Imam. 2016 Ghozali, *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 23*, 8th ed. (semarang: Badan Penerbit Universita Diponogoro, 2016).

the RMSEA value of the model of 0.023 is smaller than 0.080 ( $0.023 < 0.080$ ), so it can be concluded that the model has met the goodness of fit assumption.

### Hypothesis Testing

Exogenous variables affect endogenous variables when they have a significance probability value smaller than 0.05 ( $p < 0.05$ ). The results of the hypothesis test are seen in the following table:

**Table 3. Hypothesis Testing Results**

<i>Variable Relationship</i>	<i>Estimate</i>	<i>S.E</i>	<i>C.R.</i>	<i>p</i>
OC ← OI	0.255	0.125	2.585	0.010
JP ← OC	0.264	0.110	2.741	0.006
JP ← OI	0.239	0.138	2.494	0.013

Source: Processed data, 2024

Table 3 shows hypothesis 1 is accepted, based on the p-value of 0.013, concluded there is a direct influence of organizational identification on job performance employees who work in Islamic universities in Medan City. The results of this study prove the results of research conducted by previous researchers.

Furthermore, for the hypothesis 2, the p-value is 0.010. It was concluded that there was no direct influence of organizational identification on organizational commitment of employees working in Islamic universities in Medan City. The results of this study align with the results of research conducted by previous researchers.

The test results proved that hypothesis 3 was accepted with the p-value of 0.006. It was concluded that there was a direct influence of organization commitment on the job performance of employees working at Islamic universities in Medan City. The results of this study align with the results of research conducted by previous researchers.

Moreover, it shows that the indirect effect of organizational identification on job performance through organizational commitment amounted is 0.067 ( $0.255 \times 0.264$ ). These results prove that organizational commitment is unable to mediate organizational identification with job performance. Hypothesis 4 is not accepted.

The results of hypothesis testing showed that there was an influence of organizational identification on job performance of employees working at Islamic universities in Medan City. The largest organizational identification influence on job performance is 0.239. If organizational identification employees increase or improve it will encourage an increase in their job performance by 23.9%. This means that the better the organizational identification capability of employees, the better the job performance they have. It is quite interesting that



organizational identification of employees who work in Islamic universities, especially in Medan city at ordinary levels, even tends to be considered very low. This creates many Islamic universities whose job performance organizationally no one stands out, except for only a few that are no more than 5 universities only. Encouraging employees to get to know their universities in depth will be a solution for the leadership of Islamic universities to improve their performance.

Moreover, there is an effect of organizational identification on organizational commitment with 0.255. When employees of Islamic universities have the attitude and ability to identify their universities, it will give an increase in the commitment to organize themselves by 25.5%. Thus, the higher the ability of employees to identify the university where they work, the more it will increase the commitment of the organization. In general, many employees are unable to identify the university where they work. Employees tend to only work according to the orders of their leaders/managers. Many employees do not know at least the vision and mission of the university. This condition creates a low commitment of employees to their universities. The results of this study provide empirical information and evidence that many employees who work in Islamic universities just to meet their personal needs, and do not think of ways to improve the quality and develop their universities for the better in the future. This condition leads to low employee commitment.

The results of testing on the third hypothesis showed that there was an influence of organization commitment on the job performance of employees working in Islamic universities in Medan City. The large influence of organizational commitment on job performance is 0.264 which has meaning when organizational commitment increases, will encourage an increase in job performance by 26.4%. This means the better the organizational commitment attitude of employees, the better the job performance produced. But the results of this study have proven that there are still many employees who have low commitment to the university where they work. This low commitment is due to the low sense of belonging towards the university where he/she works. Therefore, encouraging employees to have good commitment leaders must foster love and a sense of belonging first. Things can be done by increasing togetherness to have common interest for university rather than personal interests.

## CONCLUSION

This research has proven that organizational identification is an important variable for all employees to have in improving organizational commitment and job performance. The better the organizational identification attitude of employees, the better organizational commitment and job performance, which will ultimately improve the overall performance of universities.

Other results show organizational commitment is directly an important variable that predominantly encourages employee job performance to increase. But this study shows the results that organizational commitment is very low

mediating the influence of organizational identification on job performance. This condition provides information that organizational identification of employees will automatically grow organizational commitment on them. The greater the organizational identification attitude that employees have, the greater the organizational commitment of employees to their universities. Thus creating an organizational identification attitude which very important for the university in the future.

Finally, this study provides recommendations to all stakeholders who need information on the results of this study as a form of managerial application. It is important for the company's leadership to respond to the condition of the results of this study wisely. Introducing the vision, mission, goals and work programs that have been set to all university residents including employees would be a very good thing to do. Also to engage with stakeholders in developing better leadership of the Islamic universities.

This research cannot generalize to employees in other organization, due to the limited number of Islamic universities in Medan city with only 1% of the total number of Islamic universities in Indonesia. Therefore, future research should consider the population of the study to be wider context. This study also realizes that there are still many things that are not done to complete things that can explain and describe the construct variables in depth, therefore the upcoming research should develop the indicators that already exist in this study.

#### **Author's Contribution**

Hery Syahrial: Contribute to formulating research ideas, collecting data, processing data, and interpreting data

Ahmad Rafiki: Contributing to writing systematics, research methods, analyzing interpretation results.

Fitriani Tobing: Contribute to the language proofread.

Alfatih Gessan Pananjung: Contributing to writing systematics, research methods, analyzing interpretation results.

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The author declares that there is no conflict of interest.

#### **Ethical Approval**

Ethical approval No patient-identifying parts in this paper were used or known to the authors. Therefore, no ethical approval was requested.

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