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Dis-identification in Organizations and Its Role in the Workplace
La dés-identification organisationnelle et son rôle au travail
Des-identificación en organización y su rol en el lugar de trabajo

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Article abstract

Considerable theory and research has revealed that organizational identification (OID) benefits individuals and groups and that OID facilitates the development of long-term commitment and support towards an organization. Prior studies have highlighted the importance of an identification mechanism in the workplace, i.e., how employees define their self-concepts *vis-à-vis* their connections with their organizations. In contrast to previous research, we explore the process by which employees divorce their identity from that of their organization, i.e., defining who they are by what they are not. Interestingly, how individuals dis-identify themselves from the organization still remains unclear, and the concept of dis-identification in organization (DiO) has not drawn much academic attention. The paucity of research in this area leaves theories under-developed; thus, our research seeks to shed new light on the concept of DiO and understand its importance at work.

An anonymous questionnaire survey was conducted, recruiting 304 employees across eight organizations in Taiwan. Different from prior studies, this research stated that OID and DiO were neither heterogeneous nor independent constructs. Statistical evidence affirmed this statement further and explained that OID and DiO were inter-related constructs. Moreover, two DiO antecedents were discovered, including: person-organization fit and abusive supervision. Unlike in previous studies, DiO was not correlated with poor employee performance; rather, it was correlated with workplace deviance, an intention of quitting the job, and voice-extra-role-behaviour.

Organizations are complex entities by their very nature. Whether an organization can continue, function and succeed may depend upon a series of organizational characteristics. An organization is like a social arrangement that pursues collective goals, controls its own performance, and has a boundary separating it from its environment. One such organizational characteristic is identification. With a better understanding of OID/DiO, managers and HR practitioners can better observe the influence of OID/DiO and develop policies to increase employees' identification and decrease dis-identification. Ultimately, employers, employees and society will enjoy the benefits of better organizations, e.g., higher working morale, more performance output, stronger membership/cohesion, and lower turnover.

Dis-identification in Organizations and Its Role in the Workplace

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This research seeks to augment contemporary theories of employee dis-identification in organizations (DiO) and its importance in the workplace. An anonymous questionnaire survey was conducted, 304 employees were recruited across eight organizations in Taiwan (with anti-CMV strategies adopted). Distinct from previous studies, this research stated that organizational identification and dis-identification were neither heterogeneous nor independent constructs. Statistical evidence supported this statement and explained that organizational identification and dis-identification were inter-related constructs. Specifically, two DiO antecedents were revealed, including: person-organization fit and abusive supervision. Unlike previous studies, DiO was not correlated with poor employee performance; rather, it was correlated with workplace deviance, intention to quit the job, and voice-extra-role-behaviours. Theoretical and managerial implications are discussed.

KEYWORDS: behaviour, deviance, dis-identification, identification, organization, work

Introduction

A substantial body of literature has reported on both the individual and organizational benefits of organizational identification (OID). OID has been found to enhance self-esteem/distinctiveness, strengthen membership cohesion, and act as a social glue to promote esprit de corps (Vadera and Pratt, 2013; Van Vugt and Hart, 2004). Empirical studies have also indicated that OID facilitates the development of long-term commitment and support towards an organization (He and Baruch, 2010; Ikegami and Ishida, 2007). Collectively findings from previous research have highlighted the importance of an identification mechanism in the workplace, i.e., how individual employees define their self-concept *vis-à-vis* their connections with their organizations.

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In contrast to previous identification research, the current study explores the process by which employees divorce their identity from that of their organization; that is, defining who they are as distinct from the organization. Interestingly, how individuals dis-identify themselves from the organization still remains unclear, and the concept of dis-identification in organizations (DiO) has not drawn much academic attention (see exceptions in: Elsbach and Bhattacharya, 2001; Costas and Fleming, 2009). The paucity of research in this area leaves theories under-developed (Riketta, 2005). The research described below seeks to shed new light on the concept of DiO and develop a clearer understanding of its role in the workplace.

Identification and Dis-identification in Organization

When people join an organization, they are newcomers and are treated accordingly (Levine and Moreland, 1990). For instance, newcomers are unfamiliar with the organizational culture and regulations. Orientation programmes and relevant training may help familiarize them with the organization and its function. Gradually, their involvement with organizational activities increases and their organizational status has the potential to improve (Chang, 2010). Some people may move from the periphery of an organization to its centre, and their commitment to the organization and the organization's dependence on them increases proportionately (Levine and Moreland, 1990).

Over time, people may form a psychological connection with the organization and work with other members in pursuit of organizational goals and objectives; and so the foundation of organizational identification (OID) is established (Chang, Cheng and Lee, 2011). OID describes a self-perception based on the cognitive connections between the individual's identity and the identity of their organization. It is often regarded as a perception of *oneness* with the organization (Ashforth, 2001; Ashforth and Mael, 1998).

Karreman and Spicer (2007) claim that people spend a significant amount of their time engaged in identification-related activities in organizations; examples of these include employees building, maintaining, and sometimes resisting proscribed identities. Interestingly, people have also been found to engage in *dis-identification in organization* (DiO) behaviours. Such dis-identification is argued to involve the active separation of one individual's identity from another's and the attribution of a negative categorization to the 'other' group (Elsbach and Bhattacharya, 2001). Individuals have also been found in some cases to define their identity by showing who they were not. This process of dis-identification is posited to be important for the construction and maintenance of self identity within an organization (Karreman and Spicer, 2007).

OID and DiO can be clarified through the application of the central tenets of social identity theory (Tajfel and Turner, 1986). Social identity theorists posit that

an individual's social identity is essential in the formation of the *self-concept*. It describes social identity as the individual's knowledge that they belong to certain social categories (e.g., groups, organizations), a belonging that also holds some emotional significance. According to this view, people form social identities based upon social categories, and these in turn influence and affect behaviour (Abrams, 1996).[1]

Unlike OID, which is based on an extended form of social identification (i.e., self-descriptions based on the perceived overlap between individual and organizational identifies; Cardador and Pratt, 2006), DiO is based on a perceptual and cognitive separation between one's identity and the organization's identity (Elsbach and Bhattacharya, 2001). Common DiO scenarios are readily available. People may say, for instance, "I do not work for the organization, I work for my department" or "I am a good team player, but not a leader." These DiO scenarios vary, but each involves a distancing in the relational categorization between the self and the organization. As Elsbach and Bhattacharya explain in their paper, DiO is associated with a personal desire to affirm positive distinctiveness and avoid negative distinctiveness. This is described as a process that involves individuals distancing themselves from any incongruent values or negative stereotypes attributed to the organization.

To add clarity to the constructs of OID and DiO, Kreiner and Ashforth (2004) propose a new model of identification that includes several identification types. This model enables people's identification to be defined through their attachment to an organization. The types include: *identification*, *dis-identification*, *ambivalent identification*, and *neutral identification*. *Identification* describes the sense that individuals belong to an organization and the degree to which they define themselves as members (Kreiner and Ashforth, 2004). Conversely, *dis-identification* is argued to occur when individuals define themselves as not possessing the same attributes or principles that they believed define the organization. Elsbach (2001) argues that dis-identification might include the rejection of the organization's mission, culture, or centrally defining aspects, to the extent that people will consciously or actively separate their identity and reputation from that of the organization.

The complexity of contemporary organizations may obscure the picture, to the extent that an individual's identification may not manifest in a dichotomous form and an individual may simultaneously identify and dis-identify with their organization. This phenomenon is labelled as *ambivalent identification* (Elsbach, 2001). People may identify and dis-identify with different aspects of the organization (e.g., policies, values, marketing strategies). Thus, an employee, rather than being identified or dis-identified, may be both, depending upon the issue under review (Ashforth, 2001). Finally, *neutral identification* is an identification type

that describes cases where individuals neither identify nor dis-identify with their organizations. This is a neutral position that may have developed in response to past experience within the organization (e.g., once bitten, twice shy).

Kreiner and Ashforth's model seeks to explain the complexity of identification in organizations and proposes that there are four identification types, each type being described as heterogeneous and independent, a classification that has facilitated future research into the concept of OID. Kreiner and Ashforth's contributions have been acknowledged but also contested on the grounds that the four types defined may not be mutually exclusive constructs, i.e., they may be inter-dependent. The claim of interdependency has been made for the following reasons: Firstly, the four types identified emerged from previous schematic OID theories (see detailed analysis in: Dukerich, Kramer and Parks, 1998; Elsbach, 1999). The types are cognate in nature and are likely to overlap. For example, ambivalent identification may occur when individuals attempt to possess two incompatible identities toward their organization. From the perspective of psychological cognition, ambivalent identification is more likely to be the result of two disharmonious identities merging; thus, ambivalent identification should not be regarded as an independent construct.

Secondly, when individuals possess a neutral position and do not take sides, they maintain a position of no organizational allegiance (e.g., views, parties) and thus may be opting out of the identification process i.e., there is a failure of initiation into the identification process. Consequently, the argument for neutral identification is weak. Recent OID research supports this criticism and focuses upon just two forms of identification (i.e., identification and dis-identification). Ikegami and Ishida (2007) find that identification and dis-identification may not be independent because low identification is sometimes associated with dis-identification. The interpretation of these findings casts doubt on Kreiner and Ashforth's model (2004) and challenges the claim that the different types of identification described in the model are independent.

Thirdly, here has been considerable debate over what dis-identification involves. Dukerich, Kramer and Parks (1998) claim that dis-identification describes active differentiation and distancing of the individual from the organization. They argue that an employee's identity is defined by its distinctiveness from the organization, whilst Elsbach (1999, 2001) claims that non-identification occurs when employees identities are neither distinct from, nor allied to, their organization. The empirical studies referred to above do not support Kreiner and Ashforth's model; instead, they present an argument for viewing identification (e.g., ambivalent, neutral) as variant forms of dis-identification and non-identification.

In addition, researchers have investigated the formation of OID and its influences in the workplace. Some studies have described how OID benefits

employees, employers and organizations (e.g., He and Baruch, 2010; Ikegami and Ishida, 2007), whereas others have explained how OID improves self-esteem and strengthens membership cohesion (e.g., Vadera and Pratt, 2013; Van Vugt and Hart, 2006). These studies have culminated in a comprehensive understanding of how individuals connect with their organizations. Yet, scholars seem to have shown less interest in the possibility that individuals' social identities and self-concepts may also be defined through the process of *self separation* from the organization. In contemporary organizational studies, the majority of research has retained a focus on OID, e.g., the antecedents, mechanisms and consequences of OID (Riketta, 2005). A failure to engage with dis-identification reduces the coherence of identification theory by presenting only a partial picture. To address this problem, three tentative explanations are offered.

Individuals may use self-categorization as a method of cognitive dissociation from the organization. Such cognitive distancing through self-categorization may be meaningful to the individuals, not only in terms of what it includes, but also by what it excludes (Tajfel and Turner, 1986). Similarly, people may define themselves as members of social categories that are inclusive enough to confer legitimacy but also exclusive enough to denote distinctiveness on core attributes. It is apparent from previous research that people are keen to maintain identities that optimize their distinctiveness (Brewer, 1991).

Moreover, from a perspective of identity balance, Ellemers, Spears and Doosje (1999) provide a plausible rationale for the aforementioned cognitive dissociation: When people walk in (or are pushed) into a dilemma in which their perception of the group's identity and their own identity are incongruent (or even negatively related), an identity threat may manifest that generates identity imbalance and confusion. In order to restore a balanced identity (e.g., clarify who they really are and who they are not), people may isolate themselves, i.e., the isolation serving to remove the discomfort produced by an imbalanced identity. Broadly speaking, such isolation is equivalent to the concept of dis-identification (as discussed above), because both involve a process of cognitive dissociation.

Following the discussion of cognitive dissociation, Elsbach and Bhattacharya (2001) suggest that individuals are likely to move towards relationships with organizations with which they could identify, and dis-identify with organizations with which they did not. Elsbach and Bhattacharya further elaborate that individuals may sometimes find it easier to define themselves through the social groups to which they do not belong, rather than those to which they do. That is, exclusion from a specific category may be the primary identity that helps them to define themselves. More recently, Costas and Fleming (2009) have adopted a different approach to explain DiO using the metaphor of self-alienation to interpret experiences beyond dis-identification (e.g., individuals perceive the truth of themselves as alien).

To sum up, the three explanations described above are consistent with previous research and theory and acknowledge that exclusion or distance from an organization does happen. Moreover, research indicates that cognitive separation helps to define an individual's identity. These theoretical explanations appear to augment explanations of DiO, but they remain untested and further empirical evidence is clearly required. The purpose of the research described below is to empirically explore and investigate the phenomenon of DiO through a carefully designed study that seeks to identify the antecedents of DiO and examine its role within the workplace. The research aims to address the theoretical and empirical weaknesses described and in this way shed new light on the concept of DiO and its potential influence in a contemporary workplace.

Emergence of the DiO

In order to further understand DiO, it was necessary to identify factors (antecedents) that may trigger it. From a managerial perspective, antecedents are highly relevant to both organizational leaders and HR practitioners, because if these antecedents were identifiable and open to scrutiny, interventions would become possible. That is, DiO could be more effectively targeted and managed in order to ameliorate its impact on the organization and its employees. Although the concept of dis-identification in organization (DiO) has not drawn much academic attention, two groups of scholars have provided some insight into the antecedents of DiO. In a qualitative study, Elsbach and Bhattacharya (2001) suggest two antecedents: 1) an identifier's possession of values that are incongruent with a negatively viewed organization's identity; and, 2) the perception that an organization's reputation may negatively affect an identifier's personal reputation. Similarly, Costas and Fleming (2009) suggest that self-alienation (e.g., unfit, unexpected events, reputation derogation, an unbalanced identity) may act as a trigger of DiO. Based on these findings, two specific DiO antecedents are proposed in this research.

Person-organization fit (PO fit): This antecedent refers to the compatibility between a person and the organization, emphasizing the extent to which a person and the organization share similar values, norms, and meet each other's expectation (Kristof, 1996). PO fit plays a key role in maintaining a flexible and committed workforce, imperative in a competitive business environment and a tight labour market (Bowen, Ledford and Nathan, 1991; McCulloch and Silverhart, 2000). More explicitly, based on Elsbach and Bhattacharya's (2001) findings, poor PO fit is predicted to correlate with the emergence of DiO, because both poor PO fit and DiO focus upon an incongruence between the organization's values and norms and those of the employee. Thus, the first hypothesis proposed is:

H1:   DiO will be correlated with person-organization fit.

Abusive supervision (AS). This antecedent refers to the behaviour of managers (e.g., leaders, supervisors and appraisers alike) that might be construed as abusive. AS generally refers to an employee's perception of their managers' behaviours and the extent to which managers are perceived to engage in sustained displays of hostile verbal and non-verbal behaviours (Tepper, 2000). Samples of the AS behaviour may include explosive outburst (e.g., slamming doors, yelling at someone for disagreeing), using derogatory language (e.g., idiot, useless), threatening (e.g., job insecurity, promotion opportunity) and non-verbal behaviour (e.g., ignorant attitudes, aggressive eye contact). Zellars, Tepper and Duffy (2002) demonstrate that AS can have a negative effect on organizational citizenship behaviour and mediate the perception of subordinate employees towards their organization. They continue to note that, when AS becomes salient, employees tend to denigrate the reputation of their organization and refrain from pro-social behaviour at work.

The AS-employee relationship may be explained by leader-member exchange theory (LMX: Deluga, 1998), which asserts that leaders develop an exchange with each of their subordinates and that the quality of these leader-member exchange relationships influences subordinates' responsibility, influence over decisions, access to resources and performance. Application of LMX theory to the current research implied that AS may be a possible trigger for DiO because it has been found to produce a sense of incongruence between individual members and their organization. AS can also be predicted to inhibit employees from expressing their identity within their organizations. LMX theory lends some support to Costas and Fleming's (2009) claim that distancing one's identity from that of the organization (e.g., a form of self-alienation) may trigger DiO. Thus, the second hypothesis proposed is :

H2:   DiO will be correlated with abusive supervision.

Role and Importance of the DiO

In the last decade researchers have examined the role of OID and explored its influence in the workplace; finding, for instance, that OID benefits employees, employers and organizations (e.g., He and Baruch, 2010; Ikegami and Ishida, 2007). OID has also been found to improve self-esteem and strengthen membership cohesion (e.g., Vadera and Pratt, 2013; Van Vugt and Hart, 2006). In contrast, the mechanisms producing DiO have attracted little academic attention (Riketta, 2005). In response to the findings discussed above, the research described below explores the possible impact of PO fit and AS.

Riketta (2005) conducted a comprehensive meta-analysis on identification studies revealing a number of outcome variables for OID. Riketta aimed to explain the role of OID on the attitudes, behaviour and well-being of employees. Riketta's

integration-analysis identified factors that may influence OID and help to explain the relationship between employees and their organizations via different forms of organizational attachment and commitment. Four of the outcome variables identified resonated with our research aims, in the sense that these variables that may help to clarify the influence of DiO in organizations. These are:

Intention to quit the job and *employee performance*. Riketta (2005) found that OID is associated with organizational dynamics and, more specifically, that higher OID is positively associated with working morale, whilst negatively associated with workplace accidents. Moreover, OID has been found to be positively associated with performance and organizational citizenship behaviours (Hom and Griffeth, 1995), but negatively associated with intentions to leave an organization and staff turnover (Bartel, 2001). On the basis of these findings, it would be reasonable to conclude that if OID were associated with positive outcomes, then DiO would be associated with negative ones. However, this hypothesis is tentative given the absence of supporting empirical evidence. To address this issue, two research hypotheses are proposed:

H3: DiO will be positively correlated with intention to quit the job.

H4: DiO will be negatively correlated with employee performance.

Voice extra-role behaviour (VEBs). VEBs are discretionary pro-social behaviours that seek to benefit the organization. VEBs are unrelated to job role or organizational reward systems, yet are likely to be highly appreciated by managers and be beneficial to organizations (Van Dyne and LePine, 1998). Examples of VEBs may include: voicing opinions to authority figures, proclaiming righteous views towards organizational policies (these views may concur or challenge managers' views). VEBs are valuable and informative as they represent employee emancipation, a willingness to consider the greater good of the organization in spite of the potential negative consequences such behaviour may have for them as employees. These behaviours often imply commitment and loyalty to the group, suggesting motivation that extends beyond personal self-interest (Platow *et al.*, 2006). Tyler and Dawes (1993) found that convergence between employee and organizational interests can lead to a greater number of displays of pro-social behaviour. Similarly, Riketta (2005) found a positive relationship between OID and VEBs. Research to date suggests that if OID facilitates VEBs, then DiO would inhibit them. To examine this, it is predicted that:

H5: DiO will be negatively correlated with VEBs.

Workplace deviance. Workplace deviance describes any voluntary behaviour that violates organizational norms and threatens the well-being of the organization (Bennett and Robinson, 2000). Examples may include: theft, fraud, vandal-

ism, sabotage, and voluntary absenteeism from work. One contributor to workplace deviance was found to be a disparity between organizational and individual perceptions (e.g., interests, values). Using organizational justice as an example, it may be reasonably assumed that if employees feel they are being unfairly treated, they may dis-identify themselves from the organizational objectives, policies and norms. This dis-identification may, in turn, lead employees to retaliate with reprisal actions (Zoghbi Manrique de Lara, 2006). To further examine the relationship between DiO and workplace deviance, a sixth prediction is made:

H6:   DiO will be positively correlated with workplace deviance.

Research Framework

Synthesizing findings from previous research posed a challenge. The research designs varied considerably, as did the operational definitions of OID. To combat these concerns, a new model is proposed (see figure 1). Informed by previous research, the new model represents an integration of the variables discussed above and has been developed to facilitate testing.

FIGURE 1
Research Hypothetic Model
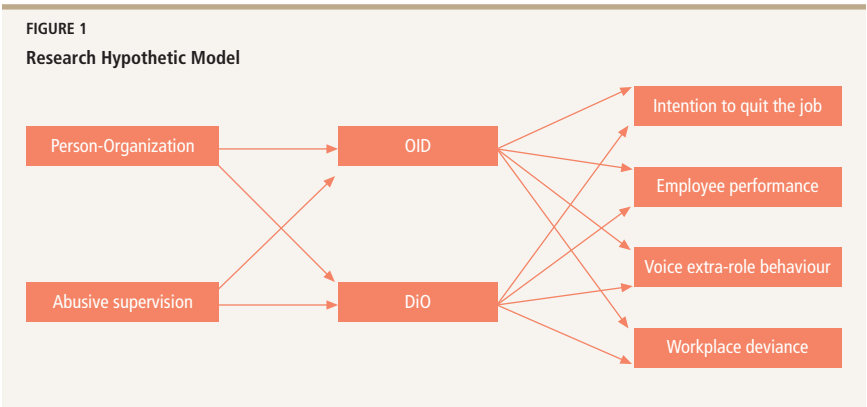
More specifically, the model has a number of strengths. Firstly, both organizational identification (OID) and dis-identification in organizations (DiO) are included in the model, so their uniqueness and combined impact can be observed. Secondly, two DiO antecedents are added to the model, including: *person-organization fit* and *abusive supervision*. This addition may clarify the emergence of DiO, essential for the development of interventions. The identification of antecedents would support managers in their design of strategies to combat DiO. Finally, four outcome variables have been embedded in the model, including: *intention to quit the job, employee performance, voice extra-role behaviour* and *workplace deviance*; four variables that may help explain the influence of DiO in an organization.

Methodology

Design and Procedure

A questionnaire survey was conducted to collect data in Taiwan. Participants (employees) were recruited from eight organizations and contacted via their line managers, using a snowball sampling technique (i.e., non-probability sampling technique where existing study participants recruit future participants from among their acquaintances). This sampling technique has been argued to enrich representation because it facilitates the collection of views from a wide range of employees at different levels of different organizations. A similar approach to sampling has been successfully adopted in a number of contemporary studies of organizational behaviour (c.f., Cardador and Pratt, 2006; Platow *et al.*, 2006). Questionnaires were distributed in booklet form, along with a cover-letter assuring anonymity and voluntary participation. The research aim was also mentioned briefly.

Common method variance (CMV). Due to the cross-sectional research design, there was an increased probability of CMV bias (Podsakoff, MacKenzie and Podsakoff, 2003). One proposed strategy to combat this bias was a temporal separation strategy. Data collection of antecedent variables was initially planned at Time 1, OID/DiO at Time 2 (one month after Time 1), and outcome variables at Time 3 (one month after Time 2). However, all eight organizations declined this plan, arguing that it would increase their administrative burden. Consequently an alternative strategy was adopted.

To observe the impact of CMV bias, participants' social desirability was measured by the Social Desirability Scale (SES) (Reynolds, 1982). Social desirability generally refers to the tendency to answer self-report items in a way that deliberately or unconsciously presents the self in a favourable light. Podsakoff, MacKenzie and Podsakoff (2003) explains that researchers may use SES as a marker variable to examine the correlation coefficients between SES and all variables and that higher coefficients (.70+) infer the presence of CMV bias. The current research implemented the Pearson formula to calculate the correlation coefficients and found the coefficients between SES and all variables ranged from 0.5 to .34; and no coefficient was close to (or higher than) .70. These findings suggest that the likelihood of CMV bias is slim.

Harman's one factor test was applied to examine the severity of CMV (see table 1). All research variables (except for single item questions) were entered into an exploratory factor analysis, using unrotated principal components factor analysis and principal component analysis with varimax rotation to determine the number of factors that were necessary to account for the variance in the

variables. If a substantial amount of CMV had been present either a single factor would have emerged from the factor analysis or, one general factor would account for the majority of the covariance among the variables (Podsakoff and Organ, 1986; Podsakoff, MacKenzie and Podsakoff, 2003). Results revealed the presence of six distinct factors with Eigen value greater than 1.0, rather than a single factor. These findings provided preliminary support for the discriminant validity of six factors (scales). The six factors together accounted for 57 percent of the total variance; the first (largest) factor did not account for a majority of the variance (22%). Thus, no general factor was apparent. Moreover, the confirmatory factor analysis showed that the single-factor model did not fit the data well (χ^2 (54) = 744.98, CFI = .71. NNFI = .65). While the results of these analyses do not preclude the possibility of CMV, they do suggest that CMV is not of great concern and thus is unlikely to have confounded the interpretation of the results.

TABLE 1

Harman's One Factor Test (N = 304)

Factors		Loadings	Total Variance Explained	
			Variance (%)	Cumulative Variance (%)
Factor 1	Abusive supervision	11.26	22.07	22.07
Factor 2	PO fit	5.25	10.30	32.37
Factor 3	Workplace deviance	4.28	8.34	40.78
Factor 4	VEBs	3.93	7.70	48.47
Factor 5	OID	2.33	4.57	53.04
Factor 6	DiO	1.88	3.68	56.72

Characteristics of the Participants

Participants were from eight organizations in Taiwan, including: traditional manufacturing, high-tech manufacturing, financial services, communication, information services, medical services, distribution/retail, and other industries; 350 copies of questionnaires were distributed, and 304 copies were completed and subject to further analyses. The response rate was 86.9%; 66.1% of the sample were female and 70.7% were graduates, having earned a bachelor degree. The majority of the participants (75.3%) were in non-managerial positions. The respondents predominantly fell into two age groups: 21 to 30 years old (44.4%) and 31 to 40 years old (35.2%). In terms of employment tenure, three major groups were distinguished: below one year (16.1%), one to five years (39.8%), and six to ten years (15.5%).

Measures

Six standardized scales were employed.[2] These were:

- Person-organization fit (PO fit) was measured by Cable and DeRue's scale (2002). Responses were recorded using a 5-point Likert scale (1 = never, 5 = always) which rated how often participants engaged in certain behaviours. The internal consistency alpha was adequate (α = .92);

- Abusive supervision was measured by Tepper's scale (2000). Responses were recorded using a 6-point Likert scale (1 = never, 6 = always). The internal consistency alpha was adequate (α = .90);

- OID was measured by Mael and Ashforth's scale (1995). Responses were recorded using a 6-point Likert scale (1 = completely disagree, 6 = completely agree). The consistency alpha was adequate (α = .87);

- DiO was measured by Kreiner and Ashforth's scale (2004). Responses were recorded using a 6-point Likert scale (1 = completely disagree, 6 = completely agree). The consistency alpha was adequate (α = .90);

- VEBs was measured by Van Dyne and LePine's scale (1998). Responses were recorded using a 6-point Likert scale by which peers rated how often they observed their co-workers in certain behaviours (1 = never, 6 = always). The consistency alpha was adequate (α = .89);

- Workplace deviance was measured by Bennett and Robinson's scale (2000). Responses were recorded using a 6-point Likert scale (1 = never, 6 = always). The internal consistency alpha was adequate (α = .81).

The aforementioned scales were originally written in English. To facilitate this questionnaire survey, all scales were translated into Taiwanese (traditional Chinese version) followed by a back-translation procedure to ensure language equivalence and appropriateness. In addition, employee's intention to quit their job was measured via a single question: "Rate the likelihood that you will quit your current job in the next 12 months." Responses were recorded using a 6-point Likert scale (1 = highly unlikely, 6 = highly likely). Similarly, employee performance was measured via single question: "Compared with your co-workers, how would your managers rate your performance at work?" Responses were recorded using a 6-point Likert scale (1 = very low performance, 6 = very high performance).

Results

Inter-correlations of variables are tabulated below (see table 2). Findings include: OID was positively correlated with PO fit (r = .41, p < .01) and employee performance (r = .18, p < .01), but negatively correlated with the intention to quit the job (r = -.26, p < .01). DiO was positively correlated with abusive supervision (r = .34, p < .01), work deviance (r = .28, p < .01), and intention to quit the job

($r = .37$, $p < .01$), but negatively correlated with PO fit ($r = -.39$, $p < .01$). PO fit was negatively correlated with abusive supervision and intention to quit the job ($r_s = -.27, -.45$, $p_s < .01$). Abusive supervision was positively correlated with work deviance and intentions to quit the job ($r_s = .32, .18$, $p_s < .01$). Employee performance was correlated with work deviance, voice extra-role behaviour and intention to quit the job ($r_s = -.21, .15, -.16$, $p_s < .01$). The analysis produced two key messages: first, when OID increased, PO fit and employee performance increased and intentions to quit the job decreased, and *vice versa*; second, when DiO increased, perception of abusive supervision, work deviance and intention to quit the job all increased, and *vice versa*.

TABLE 2

Inter-correlations of Variables ($N = 304$)

Variables	Mean†	SD	α	1	2	3	4	5	6	7
1. DiO	2.55	.87	.90							
2. OID	3.88	.89	.87	-.21**						
3. PO fit	3.40	.85	.92	-.39**	.41**					
4. Abusive supervision	1.96	.91	.90	.34**	-.05	-.27**				
5. Work deviance	1.75	.59	.81	.28**	-.01	-.01	.32**			
6. Voice extra-role behaviour	3.86	.95	.89	-.10	.07	.09	.02	.04		
7. Intention to quit the job	2.76	1.68	‡	.37**	-.26**	-.45**	.18**	.07	-.11*	
8. Employee performance	4.41	1.09	‡	-.04	.18**	.08	.03	-.21**	.15**	-.16**

Note: ** $p < .01$; * $p < .05$
† Not all variables were measured using six-point Likert scales.
‡ Internal consistency alpha does not apply to these single-item questions.

Preliminary Analysis

The constructs of OID and DiO were first examined via a fitness modelling test and the outcome was sound ($\chi^2(301) = 227.72$, $p < .01$, CFI = .89, AGFI = .84) (see figure 2). Specifically, the construct of OID comprised six standardized items (Mael and Ashforth, 1992) and all items were valid contributors ($\beta_s = .44 - .77$, $p < .01$). The construct of DiO also comprised six standardized items (Kreiner and Ashforth, 2004) and all items were valid contributors ($\beta_s = .33 - .74$, $p < .01$). When these two constructs were arranged for fitness verification, the SRMR (standardized root mean square residual) was very low (SRMR = .08, $p < .001$), indicating fewer residuals and a good fit to the model (Hu and Bentler, 1999). A linear relationship between the two constructs was also evident (CV = -.29, $p < .01$), indicating that OID and DiO co-varied. These findings echoed earlier inter-correlation analysis (table 2), by which OID and DiO were negatively correlated ($r = -.21$, $p < .01$). In addition, a confirmatory factor analysis was conducted (see table 3).

Results revealed that a two-factor model ($df = 53$, $\chi^2 = 227.22$, CFI = .90. NNFI = .87) was a better fit than a one-factor model ($df = 54$, $\chi^2 = 744.98$, CFI = .71. NNFI = .65). These findings served as a good foundation for further hypothesis testing, implying that both OID and DiO could both be compared, in relation to predictors (i.e., antecedents) and their influence in the organization (i.e., outcome variables).
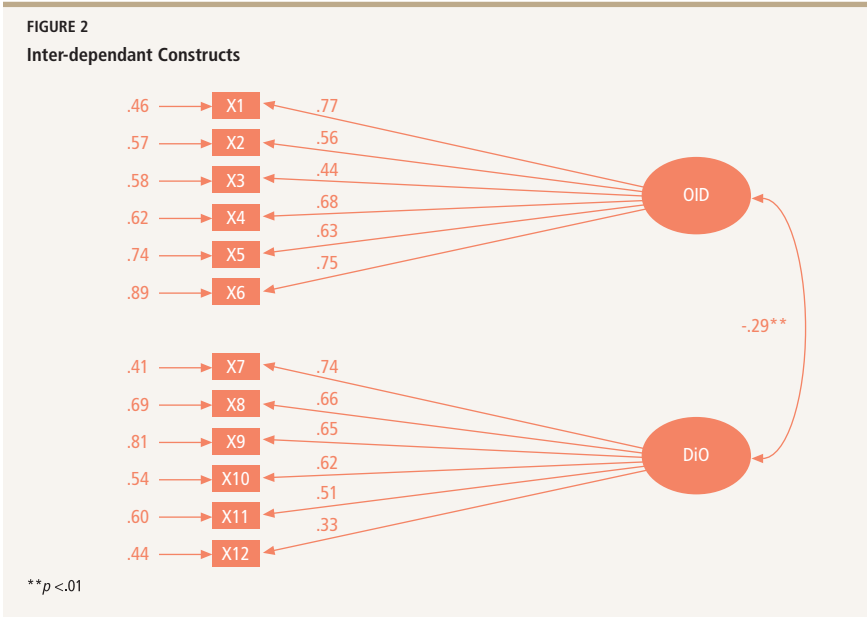
FIGURE 2

Inter-dependant Constructs

**p <.01

TABLE 3

Summary of the Confirmatory Factor Analysis

Models	df	χ^2	$\Delta\chi^2$	CFI	NNFI
Baseline 2-factor model (M_0)	53	227.72		.90	.87
Combined 1-factor model (M_1)†	54	744.98	517.26	.71	.65

Note: †One-factor model (M1): Organizational dis-identification + organizational identification.

χ^2 is the model chi-square; $\Delta\chi^2$ is the change in model chi-square.

Hypotheses 1 and 2

Although Hypotheses 1 and 2 referred to DiO, OID was also included in the data analysis and interpretation, with a view to examine the unique contributions of the two constructs. Specifically, two regression analyses were conducted using Aiken and West's (1991) formula (see table 4). The first analysis was carried out for OID (i.e., dependent variable in this analysis). Table 4 presents a series of

models: M1 refers to the initial model when only abusive supervision was used as an antecedent (i.e., predictor in this analysis), whereas M2 refers to the sum model when both abusive supervision and PO fit were used in the calculations. Results showed that PO fit was the only significant correlate (β = .43, p < .001), abusive supervision (β = .09, n.s.) did not correlate, and no interaction effect was observed (β = .08, n.s.). PO fit accounted for 17% of the variation in OID (R^2 = .18, ΔR^2 = .17, F (3, 300) = 21.90, p < .001). In contrast, the second analysis (dependent variable: DiO), showed that abusive supervision (β = .27, p < .001) and PO fit (β = -.33, p < .001) were significant correlates but again, an interaction effect was not observed (β = .02, n.s.). Abusive supervision and PO fit jointly accounted for 22% of the variation in DiO (R^2 = .23, ΔR^2 = .22, F (3, 300) = 29.03, p < .001). In particular, abusive supervision and PO fit revealed beta's that reflected a reverse pattern (β = .27, -.33, respectively) and correlated reasonably highly (R = .47, p < .001).

To summaries, the statistical analyses indicates that: 1) PO fit is significantly correlated with both OID and DiO; 2) abusive supervision is significantly correlated with DiO (not OID); 3) the interaction between abusive supervision and PO fit does not correlate with OID or DiO; and, 4) PO fit and abusive supervision are both correlated with OID but that the direction of the correlations are opposing. In other words, hypotheses 1 and 2 are supported, indicating that DiO is correlated with both person-organization fit and perceptions of abusive supervision.

TABLE 4
Summary of Regression Analysis (N = 304)

		OID		DiO	
Model		**M1**	**M2**	**M1**	**M2**
Main effect	Abusive supervision†	.07	.09	.26***	.27***
	PO fit†	–	.43***	–	-.33***
	ΔR^2	–	(.17)***	–	(.22)***
Interaction	A*P†	–	.08	–	.02
	ΔR^2		(.01)	–	(.00)
Total	R	.42	.42	.47	.47
	R^2	.17	.18	.22	.23
	ΔR^2	.17	.17	.22	.22
	F	31.60***	21.90***	43.56***	29.03***
	df	(2,301)	(3,300)	(2,301)	(3,300)

Note: † The β values are the unstandardized regression coefficients from the final simultaneous analyses, each term being corrected for all other terms in the model.

*** p < .001

Hypotheses 3, 4, 5 and 6

In order to examine hypotheses 3 to 6, the fitness of the proposed model was computed using SEM (structural equation modelling). The outcome was satisfactory (χ^2 (159) = 316.97, $p < .001$, GFI = .91, AGFI = .87). To better estimate errors and residuals in computation, two alternative fitness indexes were also added for computation, i.e., RMSEA and SRMR. The RMSEA (root mean square error of approximation) was low (RMSEA = .05, $p < .001$), indicating higher levels of model estimation (appropriateness) (McDonald and Ho, 2002). The SRMR (standardized root mean square residual) was also low (SRMR = .07, $p < .001$), indicating fewer residuals and a better fitting model (Hu and Bentler, 1999). These findings considered together provided a reasonable foundation to explain the model's fitness (see figure 3).

FIGURE 3

Organization Identification: Antecedents and Effects

**p<.01; *p<.05
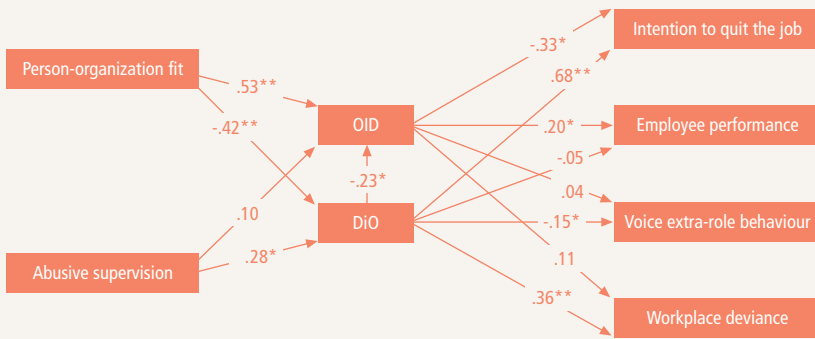
With regard to the associations between OID, DiO and outcome variables, OID was correlated with lower intentions of leaving the organization ($\beta = -.33$, $p < .05$) and higher levels of employee performance ($\beta = .20$, $p < .05$), whereas DiO was correlated with higher intentions of leaving the job ($\beta = .68$, $p < .01$), less voice extra-role behaviour ($\beta = -.15$, $p < .05$) and more workplace deviance behaviour ($\beta = .36$, $p < .01$). OID showed no correlation with voice extra-role behaviour ($\beta = .04$, n.s.) and workplace deviance behaviour ($\beta = .11$, n.s.), whereas DiO showed no correlation with employee performance ($\beta = -.05$, n.s.). The statistical analyses conveyed two important messages: OID is not always correlated with positive outcome variables; and DiO is correlated with negative outcome variables.

The statistical analyses provided support for hypotheses 3, 5 and 6. That is, DiO was positively correlated with intention to quit the job and workplace deviance, but negatively correlated with VEBs. Interestingly, however, the fourth hypothesis was not supported here, indicating that DiO is not correlated with employee performance.

Discussion

In the introduction, the research emphasis on OID and relative absence of research interest in DiO was discussed. It was also noted that, to the best of our knowledge, the role of DiO in the workplace had not previously been empirically tested. Theories surrounding DiO were found to be under-developed (Riketta, 2005), leaving a gap in understanding. The research described in this paper has sought to address these issues with a view to extending and supplementing the literature on DiO and its potential influence in the workplace. New insights into DiO have been revealed. The findings have made a contribution to the theoretical literature seeking to explain DiO and have implications for practice in the workplace.

Two antecedents have been identified: *Person-organization fit* (PO fit) significantly predicted both organizational identification and dis-identification, whereas *abusive supervision* significantly predicted organizational dis-identification. Interestingly, the interaction effect between abusive interaction and PO fit predicted neither OID nor DiO. These two antecedents were heterogeneous, the direction of effect inverse. This finding may be of particular interest to human resource managers and will be discussed further under *Implications*. In addition, statistical analysis revealed that, when PO fit increased, individual employees were more likely to identify themselves with their organizations and less likely to dis-identify themselves from their organizations. However, when abusive supervision increased, individual employees were more likely to dis-identify themselves from their organizations. Indeed, organizational leaders and managers should recognize that both PO fit and abusive management have the potential to exert a powerful influence on employees' OID. PO fit may serve to enhance OID and, conversely, abusive supervision may act to attenuate it. However, the cross-sectional design of this study prevented further examination of this hypothesis. Future studies may wish to explore this proposition further.

Interestingly, findings from previous research suggested that OID was related with positive outcome variables (e.g., performance, OCB; Bartel, 2001) and DiO was related with negative outcome variables (e.g., higher turnover rate and the intention to leave the organization; Hom and Griffeth, 1995). Interestingly, this research presents a more complex picture; the findings reported here suggest that OID is not always associated with positive behaviour at work, or DiO with negative behaviours. These unexpected findings confirm the importance of understanding DiO and the impact it may have on organizations.

Employee performance: Statistical analysis showed that OID was related to employee performance, indicating that higher levels of OID were associated with better performance. Paradoxically, higher DiO was not associated with worse performance, a finding that challenges previous research in this area (Bartel, 2001; Hom and Griffeth, 1995). Three explanations for this finding have been posited.

The first informed by psychological theories of identity, i.e., if an employee iden-
tifies with the organization, then they wish to see it succeed, because failure
may impact on their self-image. Hence it can be predicted that an individual will
seek to work hard and see their organization prosper. The second explanation
relates to dis-identified individuals and their continued contribution to the orga-
nization. It may be that they continue to work diligently for pragmatic reasons,
i.e., financial or legal, but it might also be that their dis-identification from the
organization was divorced from their over arching work ethic. It is thus reason-
able to consider the possibility that individuals can see themselves as standing in
opposition to the organizational goals and principles whilst, at the same time,
retaining their sense of being hardworking competent individuals. Finally, it may
be that the relationship between OID and employee performance is mediated by
a third factor, a possibility that is beyond the scope of this research but may be of
interest to researchers in the future.

Voice extra-role behaviour (VEBs): VEBs are pro-social behaviours that seek to
benefit the organization. They can be seen as an additionality, i.e., there is no
contractual obligation to perform such acts. VEBs have been argued to be crucial
to the development and management of an organization (Van Dyne and LePine,
1998). A review of the literature led to the suggestion that a positive association
between OID and VEB would be found (Platow *et al.*, 2006; Tyler and Dawes,
1993). However,, the findings from the current study point to a more complex sce-
nario. The findings suggest that OID is not related to the occurrence of VEBs, whilst
DiO is related to a reduction in VEBs, a finding that has important implications for
managers. Firstly, employees with higher OID may have a tendency to neglect or
overlook organizational defects, a position that may be unhelpful in the long term
(Michel and Jehn, 2003). These individuals are perhaps less sensitive to organiza-
tional defects and may even be reluctant to acknowledge organizational faults, a
view in keeping with a desire to maintain a positive self-identity. These employees
may also be less likely to express views that challenge current systems and ideals;
a strategy that might maintain the status quo in the short term but does little to
engender positive organizational change. In addition, showing VEBs may involve a
personal cost; this cost may be at a physical and/or psychological level.

Secondly, exercising VEBs may lead to reprisals from other colleagues, a situ-
ation that may increase workplace stress. From a cognitive perspective, when
employees dis-identify themselves from their organization, they may draw a line
between themselves and the workplace, that is, work is work, there is no need
to engage with other issues, such as VEBs. This finding, suggests that managers
and group leaders may benefit from raised awareness concerning OID. OID may
be a double-edge sword that can promote employee performance but can also
constrain the expression of VEBs.

Workplace deviance: This term describes any voluntary behaviour that violates significant organizational norms and threatens the well-being of the organization, such as sabotage and voluntary absenteeism from work (Bennett and Robinson, 2000). The findings reveal that DiO is related to increased workplace deviance, a finding that concurred with previous research (Zoghbi Manrique de Lara, 2006). However, OID was not related to the occurrence of workplace deviance. Two reasons were posited: 1) OID may not necessarily serve as a barrier to workplace deviance, whilst DiO may serve as an incentive for workplace deviance, e.g., people may disagree with the organization's norms so they engage with workplace deviance in protest, as a form of reprisal; 2) the relationship between OID and deviant behaviour may be moderated by a factor (or factors) that were not measured in the current research. Without further examination, conclusions remain tentative but this is an interesting and potentially useful finding and worthy of further investigation.

Intention to quit the job: In HRM practice, understanding the processes underpinning decisions to remain with, or leave an organization may offer valuable insight into employee behaviour. Academics have attempted to analyze such decisions using a range of different frameworks (e.g., Griffeth, Hom and Gaertner, 2000; Lee *et al.*, 1999), but the psychological processes that underlie turnover intentions remain unclear (van Dick *et al.*, 2004). Further research remains a priority but, the findings from this study do shed some light on this issue. More specifically, OID is found to be negatively related to intention to leave the job, whereas DiO is positively related to intention to leave the job. OID might be hypothesized to act as social glue and keep members within the organization. Managers and leaders should be aware that, since OID is an important construct for staff retention, strategies for fostering organizational identification should be developed. Scholars have recently made a number of recommendations for fostering workplace OID, for example, managers may honour the organization's traditions, rituals, and ceremonies that communicate and objectify the organization's history (van Knippenberg and Sleebos, 2006); alternatively, organizational leaders may highlight and promote organizational culture, values, beliefs, and behaviours that represent the organizational mission and objectives (Cole and Bruch, 2006).

Implications to Managers and HR Practitioners

Kreiner and Ashforth's model attempts to explain the complexity of identification in organizations and it proposes four specific types of identification (i.e., identification, dis-identification, ambivalent identification and neutral identification). Kreiner and Ashforth claim that these four types are heterogeneous and independent. The current research measured two of these four types (i.e., OID and

DiO) because they had been consistently identified as constructs by researchers in the field (e.g., Dukerich, Kramer and Parks, 1998; Elsbach, 1999). This research reveals that these two types co-varied, i.e., they are not necessarily independent. This finding perhaps better explains the complexity of identification in organizational settings. It also has important implications for organizational leaders and HR managers.

The findings indicate that individual employees may simultaneously identify and dis-identify with their organizations, e.g., both identification and dis-identification processes are evident amongst employees, displaying a pluralistic identity. Perhaps, during a period of organizational re-restructure, for example, employees may identify with the need for effective management, but dis-identify with the actual restructuring strategies, such as downsizing and staff relocation. Leaders and managerial practitioners may take advantage of such inter-dependent constructs. The argument being that, if the level of organizational dis-identification were to increase and adversely affect the organization, managers would need to respond to this situation in a timely manner. One response might be to convene a committee to devise strategies to protect the organization from the detrimental effects of dis-identification.

It is also important to note that increasing displays of identification do not automatically imply that there will be a decline in organizational dis-identification. Organizational managers and group leaders should be aware that two separate policies are required to increase organizational identification and decrease dis-identification, respectively. In addition, there is a possibility that these two policies may interfere with each other, as organizational identification and organizational dis-identification have been found to be inter-dependent constructs. If such interference were to occur, managers and leaders would need to address this swiftly so that each policy can be effective. This implies that policy making, evaluation and development needs to be an ongoing, fluid and dynamic process.

Research Limitations and Suggestions

Research design is never perfect and this research is no exception. One of the areas for development would be the assessment of employee behaviour and performance. Employee behaviour and performance assessment should be conducted via third parties to encourage objectivity and completeness of research data, e.g., performance rated by line managers using standardized scales (or pre-defined performance inventories). For ethical reasons, however, this research did not adopt any form of third-party assessment procedure, because some of line managers from the organizations sampled expressed concerns that such an approach may compromise confidentiality and put participants under undue

pressure. Moreover, as each of the eight organizations operated within different business contexts, identifying a performance measure equally relevant to each of them was problematic, so we decided to adopt a generic question to enable an employee to self-rate their overall performance. Another point to be borne in mind is that intention to quit the job may not necessarily equate actual leaving behaviour; for instance, Chang and Lu (2009) discovered that, compared with intention to leave, actual leaving behaviour is more related to personal concerns and workplace stress. Future studies may wish to explore these limitations further and refine their research design accordingly.

Secondly, heterogeneity across the eight organizations was not examined and the proposed model was based solely on Taiwanese organizations. That is, whether the model is applicable to organizations elsewhere in the world has yet to be tested. Future studies are advised to expand their research scope so the differences across organizations, cultures and countries can be further compared and analyzed. Thirdly, performance and an employee's intention to quit his/her job was measured by one item (single dimension), which may jeopardies measurement reliability. Future studies may rectify these flaws and revise the design accordingly.

Finally, OID and DiO were discovered to be inter-related constructs and DiO was not correlated with poor employee performance. These findings challenge those of previous studies and have consequently contributed to an understanding of organizational identification. However, it is also possible that these differences are not challenges at all, they may reflect genuine differences across contexts. For example, they may not be design artefacts, they may simply highlight the complexity of OID and its expression in the contemporary workplace.

Notes

1 Social identity theory postulates that social behaviour exists on a continuum based on situation, ranging from the highly individual and unique at one end (purely interpersonal) to the collective and common at the other (purely intergroup). Where personal identity is salient, the individual will relate to others in an interpersonal manner, dependent on their character traits and any personal relationship existing between the individuals. However, under certain conditions, a group identity might take precedence, e.g., in a situation like a war, group identity could be very salient, and could therefore become the dominant way for individuals to perceive themselves, and others (Abrams, 1996).

2 An appendix presenting each scale and questions is available upon request from the first author.

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SUMMARY

Dis-identification in Organization and Its Role in the Workplace

Considerable theory and research has revealed that organizational identification (OID) benefits individuals and groups and that OID facilitates the development of long-term commitment and support towards an organization. Prior studies have highlighted the importance of an identification mechanism in the workplace, i.e., how employees define their self-concepts *vis-à-vis* their connections with their organizations. In contrast to previous research, we explore the process by which employees divorce their identity from that of their organization, i.e., defining who they are by what they are not. Interestingly, how individuals dis-identify themselves from the organization still remains unclear, and the concept of dis-identification in organization (DiO) has not drawn much academic attention. The paucity of research in this area leaves theories under-developed; thus, our research seeks to shed new light on the concept of DiO and understand its importance at work.

An anonymous questionnaire survey was conducted, recruiting 304 employees across eight organizations in Taiwan. Different from prior studies, this research stated that OID and DiO were neither heterogeneous nor independent constructs. Statistical evidence affirmed this statement further and explained that OID and DiO were inter-related constructs. Moreover, two DiO antecedents were discovered, including: person-organization fit and abusive supervision. Unlike in previous studies, DiO was not correlated with poor employee performance; rather, it was correlated with workplace deviance, an intention of quitting the job, and voice-extra-role-behaviour.

Organizations are complex entities by their very nature. Whether an organization can continue, function and succeed may depend upon a series of organizational characteristics. An organization is like a social arrangement that pursues collective goals, controls its own performance, and has a boundary separating it from its environment. One such organizational characteristic is identification. With a better understanding of OID/DiO, managers and HR practitioners can better observe the influence of OID/DiO and develop policies to increase employees' identification and decrease dis-identification. Ultimately, employers, employees and society will enjoy the benefits of better organizations, e.g., higher working morale, more performance output, stronger membership/cohesion, and lower turnover.

KEYWORDS: behaviour, deviance, dis-identification, identification, organization

RÉSUMÉ

La dés-identification organisationnelle et son rôle au travail

De nombreuses théories et recherches ont montré que l'identification organisationnelle (IO) bénéficie à la fois aux individus et aux groupes, et qu'elle facilite le développement de l'engagement à long terme et du soutien envers l'organisation. Des études antérieures ont mis en évidence l'importance d'un mécanisme d'identification au travail, c'est-à-dire la façon dont les salariés définissent leur concept de soi vis-à-vis leur organisation. Contrairement à ces études, nous avons exploré le processus par lequel les salariés dissocient leur identité de celle de leur organisation, c'est-à-dire en définissant qui ils sont par ce qu'ils ne sont pas. Il est intéressant de noter que la façon dont les individus se dés-identifient de l'organisation reste peu claire et que le concept de dés-identification organisationnelle (DIO) n'a, pour l'instant, fait l'objet que de peu de recherches, il y a donc peu de théories à ce sujet. La présente étude propose ainsi une nouvelle lecture du concept de DIO et de son importance au travail.

Une enquête par questionnaires anonymes a été conduite auprès de 304 salariés de huit organisations à Taiwan. Contrairement aux études antérieures, la présente recherche postule que les construits IO et DIO ne sont pas hétérogènes, ni indépendants. De fait, les preuves statistiques vont dans ce sens et montrent que IO et DIO sont des construits interreliés. De plus, deux antécédents de la DIO ont été mis en évidence, à savoir, l'*adéquation personne-organisation* et la *supervision abusive*. Contrairement aux études précédentes, la DIO n'est pas corrélée à une faible performance du salarié; de plus, elle est corrélée à la déviance au travail, à l'intention de quitter son emploi et aux comportements oraux hors-rôle.

Les organisations sont des entités complexes par nature. Le fait qu'une organisation puisse se maintenir, fonctionner et avoir du succès dépend d'un certain nombre de caractéristiques organisationnelles car l'organisation est une sorte d'arran-

gement social qui poursuit des buts collectifs, contrôle sa propre performance et a des frontières la séparant de son environnement. L'une de ces caractéristiques organisationnelles est l'identification. Une meilleure compréhension des concepts de IO et DIO permettra aux gestionnaires et aux spécialistes des RH de mieux observer leur influence et d'élaborer des politiques visant à accroître l'identification des salariés et à diminuer leur dés-identification. Enfin, les employeurs, les salariés et la société profiteront tous des bénéfices de meilleures organisations, par exemple, par l'intermédiaire d'un meilleur moral au travail, de meilleures performances, d'une adhésion/cohésion plus forte ainsi que d'un roulement de personnel réduit.

MOTS-CLÉS : comportements, déviance, dés-identification, identification, organisation

RESUMEN

Des-identificación en organización y su rol en el lugar de trabajo

Una teoría de envergadura y la investigación ha revelado que la identificación organizacional (OID) beneficia a individuos y grupos y que la OID facilita el desarrollo del compromiso y del apoyo de largo plazo con respecto a una organización. Estudios anteriores han resaltado la importancia de un mecanismo de identificación en el lugar de trabajo, por ejemplo, la manera cómo los empleados definen sus propios conceptos respecto a sus conexiones con sus organizaciones. En oposición a las investigaciones precedentes, nosotros exploramos el proceso mediante el cual los empleados separan su identidad de la identidad de su organización, por ejemplo, definiéndose por lo que no son. Es interesante de notar que la manera cómo los individuos se des-identifican ellos mismos de la organización queda todavía poco clara, y el concepto de des-identificación de la organización (DiO) no ha obtenido mucha atención académica. La escasez de investigaciones en esta área deja teorías subdesarrolladas; así, nuestra investigación pretende aportar un nuevo esclarecimiento sobre el concepto de DiO y comprender su importancia en el trabajo.

Una encuesta mediante cuestionario anónimo fue realizada con 304 empleados reclutados en ocho organizaciones en Taiwán. A diferencia de los estudios precedentes, esta investigación afirma que la OID y la DiO no son construcciones heterogéneas ni independientes. Las evidencias estadísticas confirmaron esta conclusión y explicaron que OID y DiO son construcciones interrelacionadas. Es más, se descubrieron dos antecedentes de la DiO, incluyendo el ajuste persona – organización y la supervisión abusiva. A diferencia de estudios previos, la DiO no aparece en correlación con el bajo rendimiento laboral, y se encuentra más bien en correlación con comportamientos delincuentes en el lugar de trabajo, con la intención de dejar el empleo y con comportamientos orales fuera de contexto.

Las organizaciones son entidades complejas en su real naturaleza. Que una organización pueda continuar, funcione y tenga éxito, puede depender de una serie de características organizacionales. Una organización es como un acuerdo social que persigue objetivos colectivos, controla su propio rendimiento y tiene fronteras que la separan de su entorno. Una de dichas características es la identificación. Con una mejor comprensión de la OID / DiO, los directivos y responsables de recursos humanos pueden observar mejor la influencia de la OID / DiO y desarrollar políticas para aumentar la identificación de los empleados y disminuir la des-identificación. En última instancia, empleadores, empleados y sociedad disfrutaran de los beneficios de mejores organizaciones, por ejemplo, mejor moral de trabajo, mejor rendimiento, sentimiento de pertenencia / cohesión más fuerte y nivel más bajo de rotación de personal.

PALABRAS CLAVES: comportamiento, desviación, des-identificación, identificación, organización