

Investing Organizational Identity in Improving Work Teams: An Exploratory Study of a Sample of The Capital's Traffic Directorates

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Abstract

The research aims to identify the role of organizational identity in improving work teams, and to suggest ways to deal with the outputs of work teams in a way that achieves the goals of the Baghdad Traffic Directorate as it is the subject of the application of the research, while the research community was represented by its officers, while the research sample was embodied in (General Director, Associate The Director General, the directors of Rusafa and Karkh traffic and their assistants, as well as the heads of the divisions and the officials of the departments) in it. The sample was (200) observations. The descriptive exploratory approach was devoted to conducting the research, relying on the questionnaire in data collection, as well as employing the (SPSS V.26) program in analyzing the primary data of the research, as the research found a positive impact relationship of organizational identity in improving work teams, as well as the availability of research variables: practice, interest and adoption in the directorate.

Keywords

Organizational identity, work teams, centralization, continuity

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Introduction

Methodology

Research methodology represents a series of organized steps undertaken by the researcher for the purpose of studying a specific topic and reaching results that contribute to solving problems. The methodology is the beacon that guides the researcher during his research and the roadmap that leads him. Towards satisfactory scientific results.

1. Research problem: The research problem identified the main question (Is the Baghdad Traffic Directorate able to invest the organizational identity in improving work teams?) The following sub-questions emerged from the main question of the research:

- a. What is the directorate's level of interest in its organizational identity and its work teams?
- b. Has the directorate adopted its organizational identity to improve work teams?

2. The importance of the research: The research provides those concerned with sufficient information about the available capabilities and the requirements that must be met in the organizational identity and harnessed to complete the tasks performed by the work team efficiently and effectively.

3. The aim of the research: Checking the impact of organizational identity on work teams, as the two variables are critical to the quality of performance. Although research has proven that organizational identity is useful for individuals, teams and organizations, it is not clear whether organizational identity can strengthen work teams. In light of this, we find goals The current research seeks to achieve in studying and analyzing the importance of organizational identity and determining its dimensions, as well as the importance of work teams.

4. Research hypotheses: The basic research hypotheses are formulated in the light of its objectives and according to theoretical reviews of its independent and dependent variables, which will be subject to testing, analysis and statistical treatment, and then prove their validity or not. The hypothesis is:

((Organizational identity has a positive and ethical impact on work teams)).

Literature Review

The Theoretical Side of Organizational Identity

The concept of organizational identity: (He, Brown, 2013:5) believes that organizational identity has become of great interest to researchers and managers, as it needs an accurate interpretation to describe the identity of each organization, as the concept of organizational identity suffers from an identity crisis and that there is an overuse and lack of identification of its limits that need to be addressed. Interpretation, and linking identity theory with role identity related to an individual's work patterns, since some identifies have more relevance or importance to the individual, as individuals' actions depend on their ability to reconcile conflicting role expectations (Grodzki, 2011:33). Organizational identity is a strategic tool to achieve goals and vision. Organizational identity is linked to the experiences and ideas that members have in general about the organization, and organizational identity can lead to improving self-awareness at all levels and groups and increasing the sense of cooperation among employees, as it is seen as "a set of factors and monuments and signs that distinguish one person from another" (including political, historical, cultural, social, personal, religious, etc).

And organizational identity, whether at the individual or organizational level, has positive results as it is linked to several topics, including job satisfaction, motivation, performance, loyalty to the organization, colleagues' behavior and citizenship behavior. There are those who see that the organizational identity is comparisons between organizations and reflections with the time when the organizational identity changes as a result of changing cultures and the emergence of new waves that force the organization to go along with it and adapt together and be in harmony with its new manifestations of knowledge (Sargolzaee & Moghaddam, 2017:2), and thus embodies a distinctive aspect It mentions the belief you believe in and the culture embodied in the natures of the organization to which you belong. (Albert & Whetten, 1985) defines organizational identity as "a set of phrases that members of the organization see as essential, distinctive and permanent for

their organization." (Loggert&Ahlin, 2016:4), it can be considered one of the many cultural artifacts found in an organization, and should be understood from a narrower perspective of organizational culture (Stensaker, 2013:1).

Entries for Organizational Identity

(Milton & Sinclair, 2016:287,288) believes that there are three entrances through which organizational identity can be described (Parker & Haridakis, 2008: 110)

- A. Communication: the process of identification is achieved primarily through interaction with others, as organizational identity is determined by communicating a common interest in the goals, objectives and rules of the organization (Parker & Haridakis 2003, 2008); (Ravasi & van Rekom).
- B. Perception: Concepts with cognitive roots for organizational identity stem from social identity theory, and social identity theory includes evaluating others either within or outside the group (ie us or them). Ashforth and Mail (1989) looked at social identity theory as it appears in the context of organizational definition Perception of unity with the organization or belonging to it, where individuals define themselves in terms of belonging to their organization, and Pratt (1998) suggested that this cognitive structure reflects the extent of the individual's integration into the organization and his self-understanding.
- C. Impact: The cognitive component of organizational identification affects cognition, and the emotional component affects emotions and loneliness. Emotions of pride, joy, shame, and guilt are often associated with the emotional aspects of organizational identification.

Dimensions of Organizational Identity

(Ashforth & Mael, 1992:23) indicated that the dimensions of organizational identity consist of centrality, distinction, and continuity (Albort & Whettens, 1985):

- A. Central: Central here means the self-identity that the individual carries and that is good, elaborate and connected, and it contains signals of strength and influence that express the perceptual behavior of the individual. Self-development according to self-knowledge, i.e. clear and accurate evidence of one's qualities, provided they do not conflict with self-evaluations, self-enhancement, i.e. positive feedback about oneself, self-improvement, i.e. progress towards an ideal self or away from a feared self, many identities take on meaning Special for her in the job, as the hard accounting work is assigned to accomplish this task more men than women under the pretext that it is a complex work and requires dynamic movement and special follow-up.
- B. Excellence: The philosophy of excellence is based on comparison with other organizations, as some organizations are passive and aggressive in their dealings. These comparisons show the unique organizations that have a wide area in competition. These comparisons are similar to social comparisons that differ from one country to another and perhaps one country in it. Several different social comparisons and the reason is due to the place and cultural roots, and the uniqueness feature shows the reason for the existence of the organization and its identity that enables it to take space on the lips of its competitors and customers affected by its products. It is called motivated self-enhancement.
- C. Continuity: The concept of permanent identity refers to its continuity and stability, continuity is important because it indicates the basic quality, that the organization has enough core capabilities that enable it to survive, invest opportunities and obtain confidence, as good continuity generates permanent continuity, and with new progress in The age of the organization, and perhaps in the stage of growth, tends to become more knowledge-rich and ahead of its competitors. Many organizations have been exposed to rapid growth and competed with the greatest giant companies because of the patent they held and the intellectual capital that they acquired and were unique to others until they secured a market share big in the market.

The Theoretical Side of Work Teams

The concept of work teams: A team is defined as “a group of individuals with complementary or additive skills who dedicate themselves to achieving goals, objectives, and a common approach or approach” (Krietner, 2007; 340). The team is also defined as “a small group of individuals who make contributions a common goal, who perform the goals, who depend on each other with a mutual sense of responsibility and who have complementary skills” (Gündüz: 2, 2008), and (Linda: 2002, 226) defines a team as a “group of interconnected individuals committed to achieving collective goals. As these teams can be of a limited temporary nature or have a permanent feature with a business structure, there are three basic types of teams: problem-solving groups (often called quality circles or process improvement groups), self-working groups, and cross-functional teams (such as committees, and project groups). In addition, (Stephanie: 2003, 7) defines the team as “empowering a group of individuals, to take responsibility for planning, decision-making, and performing the tasks assigned to them”. A team is “a distinct group of two or more people who interact dynamically, reciprocally and adapt toward a common goal” (Thomas: 12, 2010). An effective group is able to meet the immediate performance response and achieve member satisfaction, with provisions for long-term survival learning and adaptation (Wagner & Hollenbeck, 2010: 169).

The team can also be defined as “work groups that exist within the organization, and its members are clearly defined in terms of responsibility, tasks, and product and service delivery.” As for (Ivancevich & Mattteson, 2003, 312) they defined work teams as “mature groups with their members possessing a high degree of mutual dependence and motivation to achieve a goal.” And that teams begin as groups and not all groups mature and become mutually dependent or teams, and that each of the groups and teams has similar general characteristics and is two or more people interact, and there is a structure for work and interaction and members exercise technical, leadership and emotional roles and roles to solve problems, and that there is a general goal or A number of objectives and the figure below shows the difference between groups and work teams.

Team advantages: (Linda, 2002:227) indicated a group of advantages that can be benefited from when forming a team, as it increases productivity in the workplace, makes improvements in quality products/services, leads to reduced levels of absenteeism, decreased employee turnover, and increased Productivity, harmony, and improved workplace performance.

He mentioned (Kreitner, 2007:362) that there is a set of goals that help in building work teams, especially when the team members' performance is participatory and the ability to achieve the goals. Therefore, the most important goals of the team members will be presented in light of the following:

- A. Participatory leadership: providing mutual dependence by delegating and serving others.
- B. Responsibility to share: to create an environment in which all team members feel that they are responsible, as the manager, for the work unit.
- C. Organizing according to the purpose: the existence of a meaning or conception of the common purpose regarding the reason for the existence of the organization and the mission it performs.
- D. High communication: creating an atmosphere of trust and an open, free and fair communication.
- E. Focus on the future: Seeing change as an opportunity for growth.
- F. Focus on tasks: make meetings focus on results.
- G. Creative skills: the application of individual skills and individual creativity.
- H. Rapid response: identifying and exploiting opportunities.

As indicated by (whatley, 2009: 163) that there are critical factors for team success (goals, skills, leadership, roles, processes, interpersonal relationships, accountability, customer participation).

Types of work teams: It is not surprising that there are many types of work teams due to the wide fame that these organizations gained in this era of time. To facilitate understanding of these divisions, scholars divided work teams into different groups according to four main dimensions shown in the figure (1).

Statistical Aspect of Research

Tests of Measuring Instrument

The researcher conducted a sample size adequacy test (KMO), exploratory and confirmatory factor analysis, as well as a reliability test. The value of the Kaiser-Meyer Olsen test was (0.754), and the value of the Bartlett test (399.435) at the level of significance (0.000) and the degree of freedom (66) for the independent variable identity Organizational and measured through (15) paragraphs, and a sample of (200) observations from employees of the Baghdad Traffic Directorate answered it, while the value of the Kaiser-Meyer Olsen test was (0.802), and the value of the Bartlett test was (501.228) at the level of morale (0.000) and the degree of freedom (66).) for the approved variable, the work difference and the measurement across (35) paragraphs.

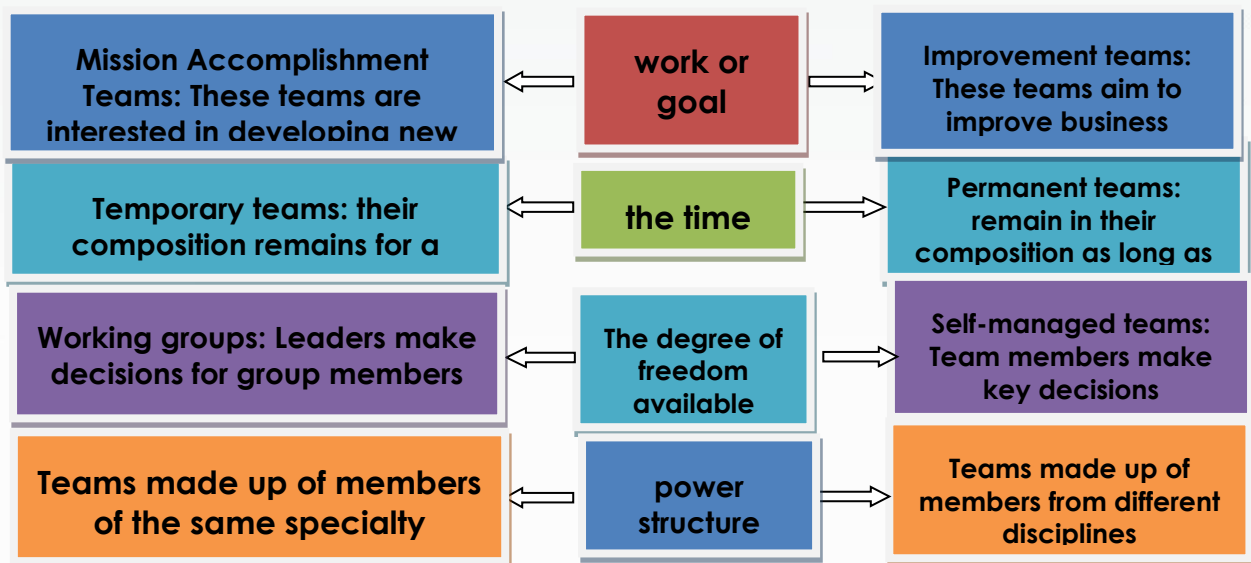


Figure 1. Types of work teams

Source: Baron 2009 based on Maherman's proposals in 1993

The independent variable organizational identity got a latent root (6.968), and an explanatory variance value (60.066%), while the work teams dependent variable got a latent root (7.274), and an explanatory variance value (60.626%), while the saturation values ranged (0.838-0.421). For the elements of the rotation matrix components, while the value of the reliability coefficient was high for the resolution in general (0.902), the researcher employed the statistical method for the split-half coefficient for the paragraphs (50), the individual items (25) obtained the Cronbach's alpha coefficient (0.809), while the paired items (35) items on Cronbach's alpha coefficient (0.812), while the strength of the correlation of the two halves of the resolution was on a strong correlation coefficient (0.501), and the value of Spearman-Brown's coefficient (0.860), and Cotman's segmentation coefficient (0.862), in addition to that all of the composite stability values exceed (0.70), and the average deviation of the variance is greater than (0.50), and all paragraphs saturation values are significant, as shown by the results of Table (1).

Demographics of the Research Sample

The researcher conducted his current study in the Baghdad Traffic Directorate, and represented the male component (100%), and at the level of age of the observations, the age group (>60) ranked first with a percentage of (34.5%), while the category (60-51) ranked second. by (29%), and in the third place, the category (50-41) came in with a percentage of (18%), while the category (40-31) came in fourth place with a percentage of (10.5%), and finally the age group came from (20-30) years At the last rank with a percentage of (8%), and at the level of educational qualification it was for a master's degree with a percentage of (3%), and a bachelor's degree with a percentage of (97%). The research sample, and the category of service years (15-11)) came in the second rank with a percentage of (35%), while the third rank was for the years of

service confined between (10-6) and at a rate of (18%), and finally the years of functional service (5-1) came to the Fourth place with a percentage of (7%), as the researcher noted the homogeneity of experience and knowledge with career progression, as shown in Table (2).

Table 1

Stability test of the search scale

Sig	Df	Approx. Chi-square	KMO	Variables
0.000	66	399.435	0.754	organizational identity
0.000	66	501.228	0.802	work teams
work teams		Organizational identity		The overall explanation
60.628%		60.066%		for the variance
7.274		6.968		latent root
0.872		0.789		Stability (Cronbach alpha)
marital paragraphs		individual paragraphs		Half-tone (a)
0.812		0.809		
Guttman coefficient		Spearman Brown coefficient		correlation coefficient
0.862		0.860		0.501

Table 2

Demographics of the research sample

academic achievement		Career years				Gender	
Bachelor's	Master's	>15	15-11	10-6	5-1	female	male
194	6	80	71	36	13	0	200
		>60	60-51	50-41	40-31	30-20	Age
		69	58	36	20	17	

Descriptive Research Statistics

The level of the research sample's answers about the two variables investigated, as well as their dimensions, as shown in the results of Table (3), were analyzed and diagnosed through the mean, standard deviation, coefficient of variation, relative weight, and the calculated (T) value, add to that the order of the variables according to the relative difference coefficient. And the size of the effect of the main variables, and their dimensions, the results of the descriptive statistical analysis were as follows:

Table 3

Analysis and diagnosis of the level of sample answers (n = 90)

PER	E.SIZE	T	R.W	C. V	St. D	Mean	Variables
2	0.232	2.450	81%	0.067	0.272	4.05	organizational identity
1		3.099	83%	0.059	0.245	4.15	work teams

Discussing The Results in Light of The Descriptive Analysis of The Data of The Research Variables

- A. The organizational identity obtained a high-level arithmetic mean (4.05), and a high relative interest (81%) that the Baghdad Traffic Directorate gave in owning behaviors aimed at improving centralization and continuity in work and excellence in the performance of duties, as well as presenting or exchanging ideas by employing those trends to solve problems effectively, and in a way that makes the directorate officers provide innovative solutions to problems by showing the desire to see oneself accurately, as the answers were consistent and converged in agreement on the availability of organizational identity, caused by the relative difference coefficient (11.2%), and with a standard deviation (0.272), to be solved in order The second is at the level of variables, as shown by the results of Table (3).
- B. The work teams obtained a high-level arithmetic mean (4.15), and a high relative interest (83%) in all the skills provided by the team. They converged and agreed on the availability of work teams with a relative difference coefficient (9.8%) and a standard deviation (0.245) to get the first rank among the research variables.

C. It is noticeable that the effect size was shown by the medium-level organizational identity in the work teams, as the effect size value appeared (0.232) resulting from the (Cohen D) test.

Inferential Statistics and Testing the Main Research Hypothesis (Organizational Identity in Work Teams Has a Significant Effect)

Table (4) shows that the statistical value of the regression equation (F2) equivalent to the effect size is (0.232), which indicates the presence of the influence of the average strength of the organizational identity in the work teams, while the interpretation coefficient (0.489), which indicates the ability of the organizational identity to explain its percentage. (48.9%) of the changes that occur to the work teams, while the adjusted interpretation coefficient was (0.481).

Table 4

The impact of organizational learning and its dimensions on organizational creativity

work teams	organizational identity	Standard
0.862	0.841	rho_A
0.951	0.922	C.R
0.535	0.518	AVE
0.489		R ²
0.481		AR ²
0.694		β

Conclusions

The Baghdad Traffic Directorate's use of its organizational identity is evident in improving the level of work teams in a large way, as it has been shown to employ centralization, continuity and excellence, respectively, in improving work teams in general, as well as raising the level of achieving team goals, and the type and space of freedom in performing duties away from routine, and attention to time. Being a resource of the Directorate that the work team does not have the right to waste, in addition to the fact that the organizational identity was able to improve the level of granting powers and responsibilities to perform work and eliminate delays in completing transactions, which led the Directorate to comply well with all that bears the organizational identity of the Directorate.

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