

Presenting a model for the organizational identity of the cultural heritage, tourism and handicrafts organization of Tehran Province

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Abstract

The current study has presented the organizational identity model of the Cultural Heritage, Tourism, and Handicrafts Organization of Tehran Province. This is a mixed-method (combination of qualitative and quantitative methods) and applied type of research. In the first stage, the qualitative approach was used. The statistical population in the qualitative part includes the faculty members of the Cultural Management Department and executive experts of the Cultural Heritage, Tourism, and Handicrafts Organization of Tehran Province. In addition, 20 scientific and academic experts in culture and politics were also used. The research materials included researcher-made coding sheets, whose validity was confirmed by the members of the Delphi group, and reliability was calculated with the P-Scott criterion as 0.95. The statistical population in the second stage of the research study are the employees of cultural organizations and institutions, which are about 250 people. Based on Cochran's formula, the sample size was estimated to be 160 people. After collecting the data, the data were analyzed at two descriptive levels using statistical indicators (like frequency, percentage, and average); the inferential level of confirmatory factor analysis was run using Spss 22, Lisrel 8.54, and Excel. The results indicated that the factors related to the organizational identity model of the Organization of Cultural Heritage, Tourism and Handicrafts of Tehran Province were placed in the form of 13 categories and five dimensions of critical factors (organizational identity of employees), causal conditions, contextual conditions, intervening conditions, strategies, and consequences. Besides, it showed that among the dimensions of the organizational identity model of the Organization of Cultural Heritage, Tourism and Handicrafts of Tehran Province, the dimension of causal conditions with an average of (0.90) has the most significant impact and the dimension of consequences with an average of (0.53) has the most negligible impact on the organizational identity of the Organization of Cultural Heritage, tourism and handicrafts of Tehran province.

Keywords: identity, organizational identity of employees, organization of cultural heritage, tourism and handicrafts of Tehran province

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1 Introduction

The core principles of social identity theory have created a basis for conceptualizing organizational identity in the last two decades. In other words, organizational identity is a unique form of social identity [19]. Organizational identity is related to many behaviors, attitudes, and contextual (situational) job variables and plays a crucial role in regulating the behavioral norms of organizational members [12]. Identification can be a construct that acts as a mental bridge between the individual and the organization, especially during the change. Identification contributes to analyzing people's self-perception, relationship with the surrounding world, and relationship with their respective organizations. Researchers believe the identification process provides the relationship among identities at different levels; a well-defined, entirely distinct, inclusive, and accepted organizational identity can provide an organizational gravity for its members to find their identity in an uncertain employment platform [36]. Organizational identity is not a fixed, stable, and static framework but a pattern of beliefs, values, and feelings that are formed in a unique interaction between people and their surrounding environment in the context of organizational culture; Therefore, from this point of view, factors such as gender, nationality, and race will bring multiple organizational identities, which can have a positive or negative effect on organizational performance [29].

2 Statement of the problem

Organizational identity theorists believe that people try to distinguish and identify themselves with organizations that have unique characteristics compared to other groups. People tend to identify with organizations with high social status or social desirability (compared to other groups) to meet their need for respect [25]. Employees' self-esteem is boosted when their evaluation of the organization is positive, and they imagine that people outside the organization also have a favorable view of them. In this case, people identify with the organization and are very interested in introducing themselves to others through the organization they are a member of [15]. Organizational identification is defined as the self-perception of organizational belonging when one defines himself or herself with his or her respective organization. Membership in prestigious organizations satisfies people's self-esteem and need for internal promotion. People tend to identify with organizations that are considered prestigious. Furthermore, people find the attractiveness of their organizational identity by measuring the coreness, uniqueness, and stability of the preceding identity [30].

Today, the issue we face in many organizations in the country is the lack of a coherent organizational identity and the inability of organizations to form a solid and stable identity, the emergence of weaknesses and inadequacies in various processes, and various issues that the organization might encounter. A coherent organizational identity is needed to maintain the members' sense of belonging to the organization, increase their loyalty and commitment to its values and goals, and their sensitivity to realizing these goals. Therefore, the managers and administrators of different organizations must be more aware of the factors influencing the formation of organizational identity and also the effect of the existence of a solid organizational identity on the level of commitment of employees and the citizenship behaviors of organization members. This will provide the necessary background to form a coherent organizational identity and achieve competitive advantages. The current research intends to state the influencing factors of the formation of organizational identity and examine the consequences of the formation of organizational identity.

3 The significance and purpose of the research

Identity is a competitive advantage for organizations that have gained importance in recent years. Perceived external behaviors influence organizational identity. Organizational identity influences the behavior of employees and the functions and realization of organizational goals, respectively. Organizational identity is an attempt to answer the question, "Who" we are as an organization [46]. Managers always seek to evaluate and promote this attitude among their employees since they are interested in its positive results, including greater job satisfaction, a stronger sense of belonging and belonging, higher organizational commitment, more citizenship behavior, less displacement, organizational effectiveness, and organizational capacity development [4]. Organizational identity plays a pivotal role in regulating the behavioral norms of organization members [12]. Through identification, employees absorb the essential characteristics of the organization as their characteristics [16].

4 Literature review

4.1 Organizational identity

In order to answer the question "what is organizational identity?" it is necessary to get closer to how an organization works. Organizations are social systems that are created to achieve specific goals. They consist of elements that are

formed into a single body. As stated in the above definition, the structure is such that people can cooperate and participate to manage the work together. The essential elements of an organization are the tasks it is expected to perform, the technology it uses to do this, and the goals it sets for itself. In general, it is declared that organizational identity is a strategic tool to achieve goals and vision. Mary Jo Hatch, a professor of organizational theory at the University of Virginia, defines organizational identity: "Organizational identity is about the experiences and ideas that members have of the organization as a whole." [14]. He declares that organizational identity is what employees perceive, feel, and think about the company and is accepted as a commonly shared understanding of the organization's clear values and characteristics. Like humans, organizational identity is about the characteristics that make the organization distinct and recognizable. What makes organizational identity different is that it can be built to a greater extent. It is within the management's power to influence the information internal or external groups receive about the organization. Organizational behaviorists have been criticized for failing to recognize the importance of customers and investors when defining organizational identity. Hatch emphasizes that organizational identity should be distinct from what he calls organizational image. While identity is inwardly focused, image relates to perceptions outside the organization [31].

If identity is to be a competitive advantage, the image that customers and investors have of the organization can be of great importance. The concept of corporate identity is used more often when discussing organizational identity. This concept concentrates on how the organization looks from the inside and the outside. Organizational identity as a system of interpretation and explanation can be defined as a set of common cognitions or language and behavior. This idea aligns with the common understanding of organizational identity as a cognitive framework or a perceptual attitude that guides people in better sensory understanding. In other words, organizational identity is viewed as having a definition of self or a cognitive representation of self that is consistent with organizational members and is deeply intertwined with their essential and hidden nature and assumptions. Furthermore, organizational identity refers to characteristics perceived by the organization's members as central, continuous, and distinctive and contribute to how they define themselves (as members of the organization) and their organization.

4.2 Factors affecting organizational identity

Since thinkers and experts acknowledge the positive results of organizational identity development, it is necessary to concentrate on and examine the factors affecting this construction. Employees are the most essential part of any organization, and job satisfaction has been declared one of the most important factors influencing the desire to leave the organization [22]. Many studies have been conducted on the relationship between job satisfaction and the intention to leave the service [33]. *Job satisfaction* is employees' negative or positive attitude towards their work. Job satisfaction can also be interpreted as a form of positive emotion that emerges from evaluating individual characteristics [33]. Job satisfaction expresses a person's emotions towards his or her work, which can be seen from the employee's attitude towards work and other things in the workplace. Employees in the company perform various tasks according to their status and position. The employees' job satisfaction depends on their desire to work and what they will gain from this job [43]. In Islamic countries, among the factors affecting job satisfaction are spiritual matters. However, such components need to be addressed in conventional job satisfaction theories. Generally, conventional studies of job satisfaction only examine the external aspect of a person's job satisfaction, not the internal and spiritual aspects of a person. At the same time, Islam gives importance to both aspects. One of the critical factors that can affect the relationship between job satisfaction and organizational commitment with the desire to leave the service is the Islamic work ethic [42].

Despite the job diversity, the feedback they get from their supervisors, and their excellent relationship with their colleagues, employees will have high job satisfaction [35]. Job satisfaction is correlated with providing basic needs such as working conditions, income, communication with colleagues and managers, and improving access to job opportunities [39]. Low job satisfaction can bring about poor services and cause the company not to achieve its goal [38]. Job satisfaction expresses the feeling that results from satisfying material and psychological needs from work [39].

Justice and its implementation are human beings' primary and natural needs, and they have always provided a suitable platform for the development of human societies throughout history. Research has shown that justice processes play an essential role in organizations, and how the employees are treated in organizations might influence their beliefs, feelings, attitudes, and behavior. Fair treatment by the organization with employees generally leads to their higher commitment towards the organization. In other words, employees who feel injustice are more likely to leave or show low organizational commitment.

The previous studies unraveled that justice processes also play an essential role in the organization, and how employees are treated might influence their beliefs, feelings, and attitudes. Due to the extent of the consequences of observing justice, investigating the effects of understanding justice in organizations has attracted the attention

of many researchers of human resources, organizational behavior, and organizational/industrial psychology [15]. In addition, organizational health indicates how a job functions in healthy conditions, how employees reach maximum health and usefulness in the organization, and how they present the right results to others and society [27]. According to Keith Davis, an organization is healthy when employees feel they are doing something worthwhile and achieve personal growth and development. They mostly like and accept exciting work that provides inner satisfaction. Many employees seek responsibility, opportunities for advancement, and career success. They want to be heard and treated as an individual existence. Besides, they want to be assured that the organization sympathizes with their needs and difficulties [38].

Security is one of the other most fundamental human needs mentioned in many theories and studies in psychology, sociology, political science, and management. Empirical evidence demonstrated a significant relationship between job insecurity and mental and physical weakness, work well-being, negative job attitudes, reduced performance, creativity, and versatility [41]. Job insecurity influences social health as well as individual and organizational health. Due to the importance of job insecurity as one of the influencing variables in the work environment, few studies have been conducted in this field [42]. Reducing job security has become a significant social phenomenon [20]. However, an optimal level of security increases work efficiency and scientific experience; it also provides creativity, innovation, and use facilities to achieve maximum scientific efficiency. Thus, job security provides advantages to the organization, society, and the employees [38]. Many successful organizations and companies with high productivity and performance seek to provide job security for their employees. Even if the employees have high qualifications and expertise in their job duties, low job security negatively influences the performance, productivity, and success of the companies [39].

4.3 Research background

Farghani and Arabshahi [9], in an article entitled “The effect of strategic human resource management on job satisfaction, rule breaking, and employees’ commitment according to the moderating role of servant leadership (case study: branches of Ayande Bank in Mashhad)” showed that strategic human resource management has a positive significant influence on job satisfaction and commitment of the employees of Ayande bank of Mashhad. It also negatively and significantly affects the employee’s rule-breaking. Servant leadership moderates the effect of strategic human resource management on job satisfaction and rule-breaking among the employees of Ayande Bank. Besides, servant leadership has a positive and significant effect on the commitment of Ayande Bank employees [9]. Olfati et al. [34], in an article entitled “The effect of organizational justice and organizational identity on organizational commitment,” showed that organizational justice and organizational identity have a positive and significant effect on the organizational commitment of employees and can explain the level of organizational commitment among Tehran Municipality employees [34].

Ganji and Ganji [12], in an article titled “The role of goal orientation and moral identity in the management of organizational learning of employees of the physical education organization of the Islamic Republic of Iran,” indicated that one needs to be familiar with the concept of algorithm and be able to implement his or her plan and idea in the form of algorithm and flowchart in order to become a good programmer and be able to solve various problems [12]. Omidvar et al. [35], in another article entitled “Investigating the relationship between organizational identity and job security and job enthusiasm of primary school teachers in Zarqan city,” showed that organizational identity can mediate between job security and job enthusiasm. Job security and its dimensions have a significant relationship with their organizational identity [35].

Tavakoli et al. [46], in an article entitled “Investigating the relationship between organizational identity and job performance of military organizations personnel (case study: staff of a military university),” showed that there is a positive significant relationship between organizational identity and its components and job performance of the university’s core staff [46]. Tabarsa [45], in another article entitled “Evaluation of the mediating role of perception management (attitude) in the relationship between organizational identity and organizational image,” showed that organizational identity and its components influence organizational image and perception management (attitude) plays a mediating role in the relationship between organizational identity and organizational image [45].

Mahmoudi and Abedini [28], in an article entitled “Investigating the impact of effective factors on organizational Identity and determining the impact of organizational identity on organizational commitment and organizational citizenship behavior of employees of Shahid Beheshti University of Medical Sciences and Health Services’ showed that there is a positive and significant relationship between organizational identity with organizational commitment and organizational citizenship behavior [28]. In addition, Ismayilova [18], in an article entitled “Emotional intelligence, job satisfaction and work morale of employees,” found that: 1- There is a relationship between emotional intelligence and job satisfaction. 2- There is a relationship between work spirit, job satisfaction, and employees’ emotional intelligence. 3- This statistical population has no significant relationship between emotional intelligence and job satisfaction. 4-

There is a significant relationship between work spirit and emotional intelligence. 5- There is no significant relationship between work spirit and job satisfaction [18]. Averin et al. [3], in an article entitled “Encouraging Citizen Adoption of E-Governance—A Way to Reduce Corruption,” showed that e-governance is an effective tool to fight corruption. The services provided by the government, mainly electronically, are related to anti-corruption indicators and positively affect the transparency of government power and trust in the government. The same effect of communication platforms with citizens and identification of their opinions and problems results in the presence of government institutions in social networks. Wang et al. [49], in an article entitled “Spillover of workplace IT satisfaction onto job satisfaction: The roles of job fit and professional fit,” underscored that there is a significant relationship between the technology used in the organization and job satisfaction; there is a significant relationship between the suitability of information technology and the professional requirements of employees [49]. Hünefeld et al. [16], in an article entitled “Job satisfaction and mental health of temporary agency workers in Europe: a systematic review and research agenda,” showed that there is a significant relationship between emotional intelligence, organizational commitment, and job satisfaction [16].

5 Conceptual and operational definitions

5.1 Organizational identity

Organizational identity is an essential cognitive variable that influences a person’s sense of membership and determines people’s behavior in the organizational environment. Organizational identity is an underlying construct in organizational events and has become a hidden factor in many organizational behaviors. Organizational identity is a strategic tool to achieve goals and vision. Organizational identity is related to employees’ experiences and ideas about the organization in general. In addition, organizational identity is what employees perceive, feel, and think about the company and accept as a common understanding of the organization’s clear values and characteristics [32].

5.2 Organizational Justice

The term organizational justice was first proposed by Greenberg in 1987. According to Greenberg, organizational justice relates to employees’ perception of work fairness. In other words, this theory classifies and describes people’s feelings about how fairly they treat themselves and others: a feeling necessary for the effectiveness of organizations’ performance and the satisfaction of people in organizations. Cropanzano considers organizational justice a psychological inquiry that emphasizes the perception of fairness in the workplace [40].

5.3 Job security

The feeling of security requires the ability to maintain what one has and to ensure the ability to earn a living in the future [5]. In other words, job security is the right to continue employment, which usually continues until retirement, and it is the extent to which employees are assured that they will not lose their jobs. According to the above definitions, the feeling of job security is a subjective phenomenon; that is, the feeling and perception of the individual determines job security for him or her [43]. Factors affecting job security are categorized into individual and organizational, extra-organizational (environmental), and occupational factors. Each of them is measured using specific indicators. Individual factors affecting job security include age, sex, education level, marital status, income, employment status, and work experience [30]. The most important organizational factors affecting job security are satisfaction with income, organizational culture, and training and improvement of human resources. Besides, the most critical job factors affecting job security are job enrichment, development, and advancement [23]. Among the environmental factors, factors such as delivery in the management of government organizations, changes in the organizational structure, decentralization, delegation of authority, and interdepartmental activities influence employees’ job security. Lack of job security reduces people’s morale, which is unfavorable at work. Employment is one issue that has always occupied the minds of people, governments, and nations [6].

6 Organizational health

Organizational health is one of the topics that management theorists have always paid attention to. The discussion about organizational health indicates that it is yet at the center of attention and is so central in theory and practice that it cannot be ignored, and this issue will never be forgotten. This is like human well-being, which causes vitality, liveliness, and effort. Organizational health will also create a pleasant environment for work and effort, increase the

spirit of creativity, and achieve organizational goals [21]. A healthy organization is an organization that can achieve its human goals and objectives in order to continue its life, recognize the obstacles it encounters in achieving its goals, and remove these obstacles. A healthy organization is an organization that is realistic about itself and the situation in which it is and can use its best resources to deal with any problem [1].

6.1 Job satisfaction

There are many definitions of job satisfaction, some of which are mentioned. It is often said that a happy employee should be satisfied with his job. Job satisfaction is essential because most people spend almost half their waking hours in the workplace [48]. *Job satisfaction* is defined as a certain amount of positive emotions and attitudes that people have towards their job. When a person says that he or she has high job satisfaction, it means that he or she likes his or her job. In other words, this person has good feelings towards his or her work and greatly values his or her job. The results of the studies show that employees with higher job satisfaction are in good condition regarding physical fitness and mental ability [47]. Job satisfaction is the extent to which people like their jobs. Some people enjoy their job and consider it the central part of their lives, and others hate their job and do it only because they have to. Job satisfaction means how people feel about their jobs and their various aspects.

6.2 Methodology

The present research aimed to design and compile the organizational identity model of the Organization of Cultural Heritage, Tourism, and Handicrafts of Tehran Province. This type of sequential mixed method study was conducted in two parts: qualitative and quantitative. Due to its purpose, the qualitative part is a part of the primary research of the exploratory type with a data-driven method.

The quantitative part is applied research, and due to its nature, it is a descriptive research type that was conducted using the survey method. In the first stage, the data-driven qualitative data method has been used. The statistical population in the qualitative part includes the faculty members of the Cultural Management Department and executive experts of the Cultural Heritage, Tourism, and Handicrafts Organization of Tehran Province. In addition, 20 scientific and academic experts in culture and politics were also used. The statistical population in the qualitative section includes academic staff members of the Department of Cultural Management and Political Science and executive experts of the Organization of Cultural Heritage, Tourism and Handicrafts of Tehran province, which were equal to 20 people. The research materials included researcher-made coding sheets, whose validity was confirmed by the members of the Delphi group, and reliability was calculated with the P-Scott criterion as 0.95. The results indicated that the factors related to the organizational identity model of the Organization of Cultural Heritage, Tourism and Handicrafts of Tehran Province were placed in the form of 13 categories and five dimensions of critical factors (organizational identity of employees), causal conditions, contextual conditions, intervening conditions, strategies, and consequences.

In the second stage, after determining the main components and indicators of the research in the first part, a questionnaire was designed based on a 5-point Likert scale (1=very little, 2=low, 3=moderate, 4=high, 5=very high) and distributed among the members of the statistical sample after the trial distribution of the questionnaire. In the trial distribution, the opinions of knowledgeable professors in cultural management and political science were obtained to modify the components, make the necessary corrections, and finalize the questionnaire.

The library, field study method, and questionnaire have been used in the current research to collect data. The statistical population includes the employees of the Organization of Cultural Heritage, Tourism, and Handicrafts in Tehran. According to the information on the system of cultural organizations in Tehran, there were about 250 employees. The sample size was obtained through Morgan's table at a confidence level of 95%, equal to 160 people. Out of the 200 questionnaires submitted, 160 questionnaires were returned. The data collection materials in the qualitative part were thematic analysis, and a researcher-made questionnaire was used in the quantitative part.

The validity was confirmed by the members of the Delphi group (20 academic experts and experts in cultural management and public administration of Tehran province), and its reliability was calculated with the P-Scott criterion as 0.95. In the quantitative part of the research, content validity was confirmed through the judgment of subject experts, and face validity was confirmed through several respondents. Besides, to prove construct validity, the correspondence between the dimensions and components of the organizational identity model of Tehran province's Organization of Cultural Heritage, Tourism, and Handicrafts was investigated using confirmatory factor analysis in the LISREL software environment. Also, Cronbach's alpha coefficient was used to measure the reliability of the questionnaire. In qualitative data analysis, five steps were compiled and reported, including data review, data organization, data coding, data classification, creating sub-categories, and main dimensions or main axes. Data analysis in the quantitative part of the research was run at two descriptive and inferential statistics.

7 Results

7.1 Results of the qualitative part

Question 1. What are the dimensions, components, and indicators of the organizational identity model of the Organization of Cultural Heritage, Tourism, and Handicrafts of Tehran Province?

After studying the available written and digital resources, analyzing the theoretical basis of the research in detail, and examining the views of scientists and experts regarding the components and indicators of the organizational identity model of the Organization of Cultural Heritage, Tourism, and Handicrafts of Tehran Province, the sentences and paragraphs of the research questions were extracted. After coding and categorizing, the main concepts and categories were extracted, the results of which are shown in the table below. Finally, the organizational identity model of the Organization of Cultural Heritage, Tourism, and Handicrafts of Tehran Province was identified in five main dimensions.

Table 1: Dimensions and components of the organizational identity model of the Organization of Cultural Heritage, Tourism and Handicrafts of Tehran Province

Row	Dimensions	Components
1	Strategies	Human capital development
2		Development of professional ethics among employees
3		Evolution of organizational citizenship behavior
4	Intervening conditions	method of leadership
5		Conscientiousness of employees
6		Empowering employees
7	Causal conditions	Organizational Justice
8		organizational health
9		Organizational Commitment
10	Contextual conditions	moral atmosphere
11		Social accountability
12	consequences	Organizational effectiveness
13		Job satisfaction of employees

Question 2. What is the organizational identity model of the employees of the Organization of Cultural Heritage, Tourism and Handicrafts of Tehran Province?

Confirmatory factor analysis of the model In the following diagram, the ellipses represent the underlying variables or factors, and the rectangles represent the questionnaire materials of the quantitative model of organizational identity, cultural heritage, tourism, and handicrafts organization of Tehran province. As can be seen, the path model consists of six underlying variables and 40 observed variables. The factor loadings of the model in the standard estimation mode show the impact of each variable or item in explaining the variance of the variable or main factor scores. In other words, the factor load indicates the degree of correlation between each observed variable (questionnaire question) and the underlying variable (factors). In diagram 1, the factor loadings of each research question can be seen. The variable “strategies” has a factor load of (0.78). In other words, the “strategies” variable explains approximately 61% (raise 0.78 to the power of 2) of the variance of the “organizational identity” factor.

The variable “intervening conditions” has a factor load of (0.88). In other words, the “intervening conditions” variable explains approximately 77% (raise 0.88 to the power of 2) of the variance of the “organizational identity” factor. The variable “causal conditions” has a factor load of (0.95). In other words, the “causal conditions” variable explains approximately 90% (raise 0.95 to the power of 2) of the variance of the “organizational identity” factor. The variable “contextual conditions” has a factor load of (0.76). In other words, the “contextual conditions” variable explains approximately 57% (raise 0.76 to the power of 2) of the variance of the “organizational identity” factor. The variable “consequences” has a factor load of (0.73). In other words, the “consequences” variable explains approximately 53% (raise 0.73 to the power of 2) of the variance of the “organizational identity” factor.

The following output (Diagram 2) demonstrates the measurement model of the factor loadings of each of the research questions (the model in the significance mode of the obtained coefficients and parameters). All the obtained coefficients are significant. The relationships are significant as the significance level is greater than 1.96 or smaller than -1.96.

As can be seen, according to diagram 2, all values of the t statistic are outside the range (1.96 and -1.96). Therefore, it can be declared that all relationships are significant, with 95% confidence.

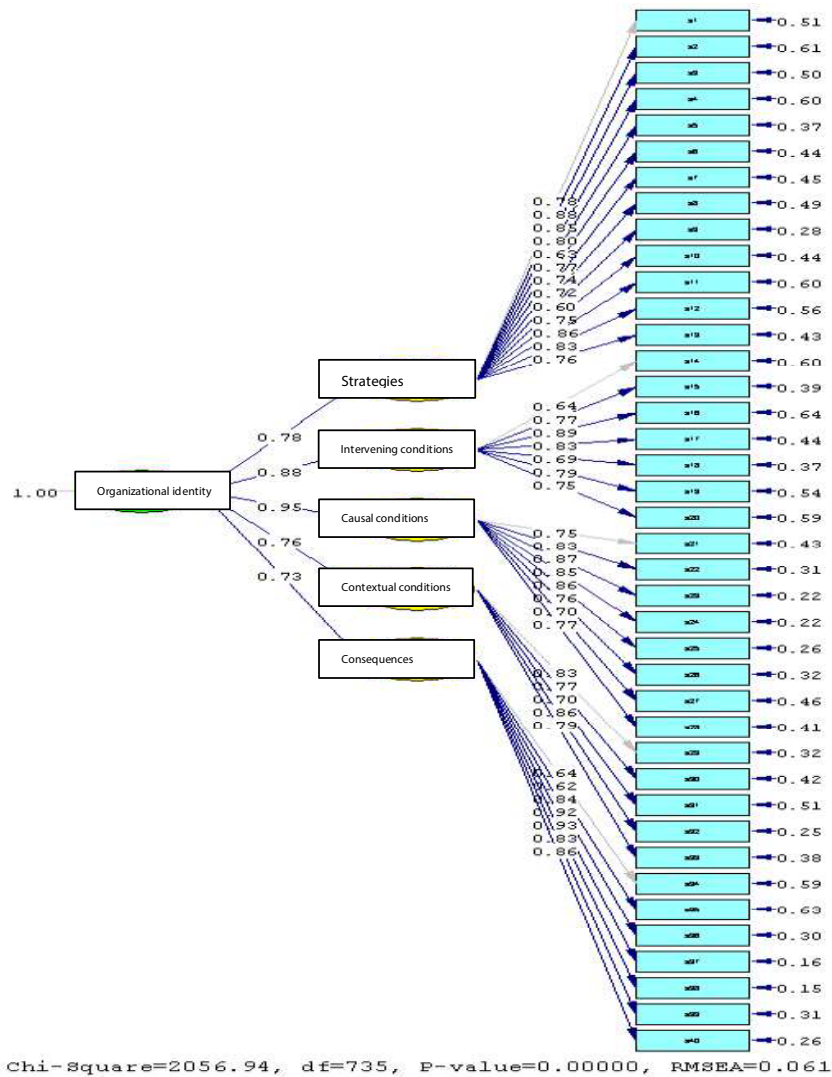


Figure 1: Organizational identity measurement model of cultural heritage, tourism and handicrafts organization of Tehran province in standard estimation mode

8 Convergent validity

The average variance extracted (AVE) criterion indicates the average variance shared between each construct and its indicators. Simply put, AVE indicates a construct’s degree of correlation with its indicators. The higher the correlation, the better the fit. It measures convergent validity, and its critical value equals 0.5. AVE value above 0.5 is acceptable for convergent validity. We square each standard question and take the average to measure convergent validity with a factor. In this type of material, the answer to each question can have different numerical values. To calculate Cronbach’s alpha coefficient, one must first calculate the variance of the scores of each subset of questionnaire questions (or sub-test) and then calculate the total variance; afterward, the value of the alpha coefficient using the following formula should be calculated.

$$r_{\alpha} = \frac{J}{J - 1} \left(1 - \frac{\sum S_j^2}{S^2} \right)$$

- J: Number of questions
- S_j²: Subtest variance of Jth
- S²: Variance of the total test

The closer the percentage is to 100%, the more reliable the questionnaire is. An alpha coefficient of less than 60% is usually considered weak, a range of 70% is considered acceptable, and more than 80% is considered good.

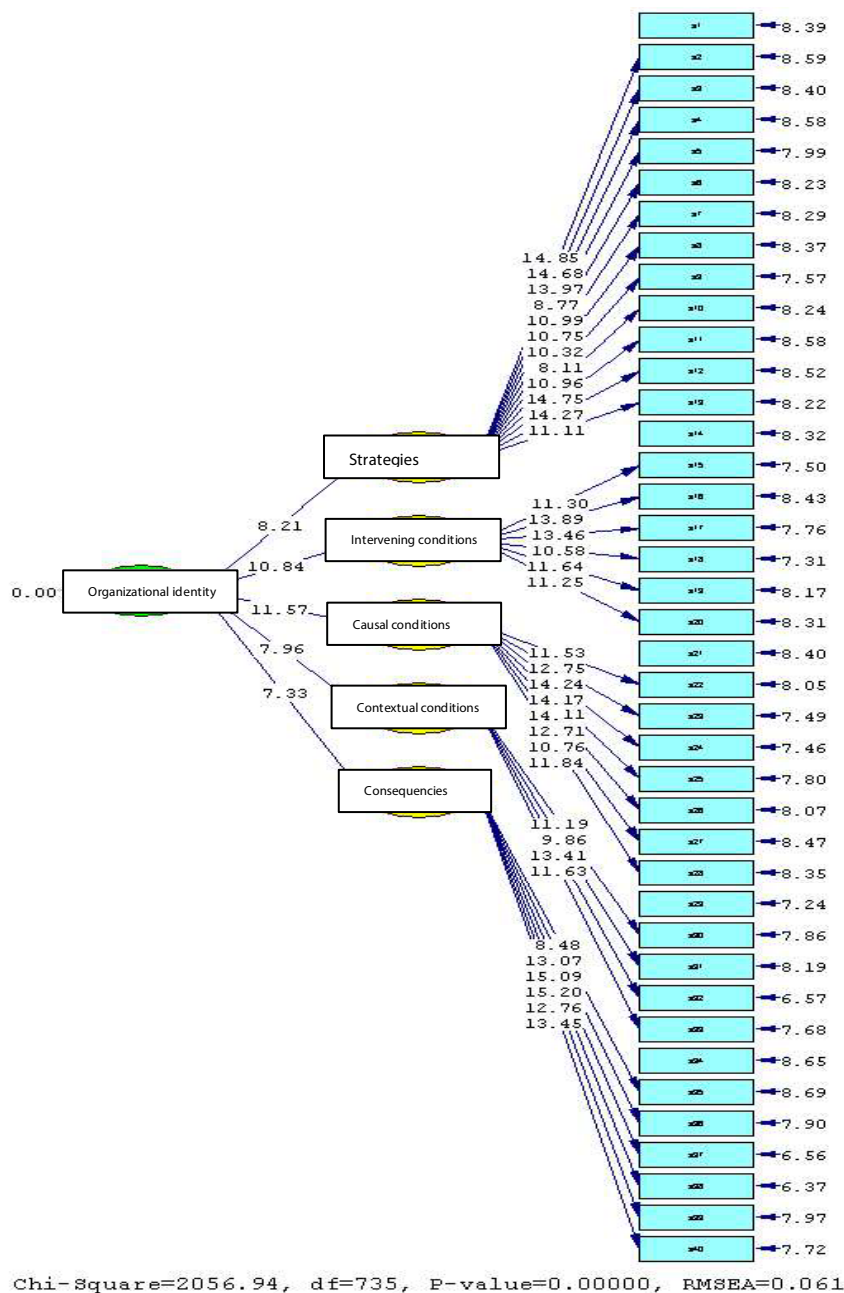


Figure 2: Organizational identity measurement model of Cultural Heritage, Tourism and Handicrafts Organization of Tehran province in the parameter significance mode

In this research, a pre-test was carried out with 27 questionnaires to increase the functionality of the questionnaire. Then, using the data obtained from these questionnaires and SPSS statistical software, the confidence coefficient was calculated using Cronbach’s alpha method for this material.

9 Construct reliability

Construct reliability expresses the extent to which the results obtained from applying a measurement tool are compatible with the theories on which the test was developed. Construct reliability (conceptual variables) can be

calculated based on the composite reliability (CR) of average variance extracted (AVE).

$$CR = \frac{\left(\sum \lambda_i\right)^2}{\left(\sum \lambda_i\right)^2 + \left(\sum \epsilon_i\right)}$$

$$CR > 0.7$$

$$AVE > 0.5$$

As can be seen in Table 2, the composite reliability is greater than 0.7 and the variance of each construct is greater than 0.5, so a construct is correlated with the indicators and the measurement tool is appropriate and reflects the underlying variable.

Table 2: Convergence validity and reliability of the components

Factors	Component	factor load	Coefficient of determination	t statistic	Priority	Validity and reliability	
						AEV	CR
Organizational identity	Strategies	0.78	61%	8.21	Third	0.68	0.79
	Intervening conditions	0.88	77%	10.84	Second		
	Causal conditions	0.95	90%	11.57	First		
	Contextual conditions	0.76	57%	0.76	Fourth		
	Consequences	0.73	53%	7.33	Fifth		

10 Model fit

10.1 Goodness of fit index (GFI)

One of the main goals of using structural equation modeling is to know the degree of agreement between experimental data and conceptual and theoretical models. In order to know the agreement between the experimental data and the conceptual model, indices and criteria, called goodness of fit indices, are used. In the measurement model, different indices are used to ensure the goodness of the model fit. Table 3 shows the calculated indices and the standard value. The comparison of the two shows that there is agreement between the experimental data and the conceptual and theoretical models.

$$RMSEA = \frac{\sqrt{(x^2 - df)}}{\sqrt{[df(N - 1)]}}$$

$$PNFI = \frac{X^2_{Model\ reference} - X^2_{Model}}{X^2_{Model\ reference}}$$

$$GFI = \frac{\sum_{i=1}^N (O_i - E_i)^2}{\sum_{i=1}^N (O_i - O^-)^2}$$

$$AGFI = \frac{GFI \times \left(1 - \frac{P}{df_{Model}}\right)}{1 - \frac{df_{Model}}{N-1}}$$

$$NFI = \frac{X^2_{Model\ reference} - X^2_{Model}}{X^2_{Model\ reference} - df}$$

$$CFI = \frac{S - 1}{S}$$

The values of the main and sub-indices of the model fit indicate that the given model fit is appropriate and that the agreement between the experimental data and the conceptual model is acceptable.

Table 3: Model fit

*	Main indices		Sub-indices				
Index name	X^2/DF	RMSEA	PNFI	GFI	AGAI	NFI	CFI
Standard value	Less than 3	Less than 0.08	More than 0.5	More than 0.8	More than 0.8	More than 0.9	More than 0.9
Model value	2.798	0.061	0.558	0.879	0.866	0.912	0.906

10.2 Conclusions and suggestions

Organizational theorists introduce organizational identity as employees' experiences, feelings, and ideas about the organization. In contrast, concepts such as corporate identity and logo do not consider an organization's credibility and internal and external image. An organization's identity can be understood and experienced through the structure of the organization, its products and services, the way the organization shapes its environment, and the way it communicates and behaves. These factors influence people's attitudes toward the organization.

The current study presented a model for promoting the organizational identity of the employees of the Cultural Heritage Organization of Tourism and Handicrafts of Tehran Province. The concepts and dimensions of the research were identified and presented in 13 categories: five dimensions in the form of critical factors (promoting the organizational identity of employees), causal conditions, contextual conditions, intervening conditions, strategies, and consequences; and 40 sub-concepts. All dimensions and components were confirmed in the quantitative part by factor analysis. Thus, the research has finally led to designing a model for promoting the organizational identity of the employees of organizations and cultural institutions in the country. Approving many organizational identity studies in the country, the obtained model can be a prescriptive model for promoting the organizational identity of the employees of the Organization of Cultural Heritage, Tourism, and Handicrafts of Tehran Province.

The results of this research align with the findings of many studies such as the study by Olfati et al. [34] entitled as "The effect of organizational justice and organizational identity on organizational commitment", the study by Omidvar et al. [35] entitled as "Investigating the relationship between organizational identity and job security and job enthusiasm of primary school teachers in Zarqan city", the study by Tavakoli et al. [46] entitled as "Investigating the relationship between organizational identity and job performance of military organizations personnel (case study: staff of a military university)", the study by Tabarsa et al. [45] entitled as "Evaluation of the mediating role of perception management in the relationship between organizational identity and organizational image", the study by Mahmoudi and Abedini [28] entitled as "Investigating the impact of effective factors on organizational identity and determining the impact of organizational identity on organizational commitment and organizational citizenship behavior of employees of Shahid Beheshti University of Medical Sciences and Health Services", the study by Ismayilova et al. [18] entitled as "Research and teaching self-efficacy of university faculty: Relations with job satisfaction", the study by Averin et al. [3] entitled as "Encouraging Citizen Adoption of E-Governance—A Way to Reduce Corruption", the study by Hünefeld et al. [16] entitled as "Job satisfaction and mental health of temporary agency workers in Europe: a systematic review and research agenda", and the study by Wang et al. [49] entitled as "Spillover of workplace IT satisfaction onto job satisfaction: The roles of job fit and professional fit". This indicates that many of the concepts, dimensions, and components of promoting the organizational identity of the employees of the Cultural Heritage Organization of Tourism and Handicrafts of Tehran Province are commonly understood by society.

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