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ISTANBUL GEDIK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

EFFECT OF ORGANIZATIONAL IDENTIFICATION ON ORGANIZATIONAL COMMITMENT AT GENERAL DIRECTORATE OF KIRKUK EDUCATION

MASTER'S THESIS

Mohammed Khalaf Hussein HUSSEİN

Business Administration Department

Business Administration Master in English Program

OCTOBER 2024
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Bu çalışma 25.10.2024 tarihinde aşağıdaki jüri tarafından İşletme Yönetimi Anabilim Dalı, İşletme Yönetimi (Tezli Yüksek Lisans) Programı Yüksek Lisans Tezi olarak kabul edilmiştir.

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DECLARATION

Mohammed Khalaf HUSSEİN as a result of this declare that this thesis titled "Effect Of Organizational Identification On Organizational Commitment At General Directorate Of Kirkuk Education'' an original work I completed for the business management faculty's master's degree. I hereby also affirm that neither this thesis nor any portion of it has ever been submitted to or presented for credit toward any other degree or research project at any other college or university. (25/10/2024)

Mohammed Khalaf Hussein HUSSEİN

DEDICATION

To the one who led the hearts and minds of humanity to the port of safety, the first teacher of mankind, our Prophet Muhammad peace be upon him.

To my dear mother and dear father.

I express my special gratitude to my father, Khalaf Hussein, and thank my Mother for her support and prayers for me.

To my brothers, an honorary source.

To whom she used to help me when I tired my loyal wife.

To all who walked with me on the path of achievement to rise.

To all these, I dedicate this study. I hope from God that it will be a window of knowledge and that it will benefit us and make us benefit others.

PREFACE

I am extremely appreciative to Almighty God for enabling everything that has happened and bringing me this far.

To my advisor, Dr. Ahmet Erkasap, thank you for always taking the time to attend to my study needs, for your attentive direction, and for your generous efforts during the course of our thesis research; this would not have been possible without your assistance.

I express my deep gratitude to all the staff at Gedik University, Department of Business Administration, for their impact on the knowledge within me and their unwavering support and collaboration throughout my master's period.

To all my friends and classmates in the course to make the learning process enjoyable.

October 2024 Mohammed Khalaf HUSSEİN

TABLE OF CONTENTS

Page No:

ABBREVIATONS

O I	: Organizational identification
O C	: Organizational commitment
T P I	: The public industry
G O	: Governmental Organizations

LIST OF TABLES

Page No:

LIST OF FIGURES

Page No:

EFFECT OF ORGANIZATIONAL IDENTIFICATION ON ORGANIZATIONAL COMMITMENT AT GENERAL DIRECTORATE OF KIRKUK EDUCATION

ABSTRACT

Background: Organizational identification is a significant predictor of organizational commitment. This reseach will survey the effect of this variable on organizational identification as it is an underestimaed variable with a strong effect.

Purpose: This study aimed to examine the effect of organizational identification on organizational commitment. A public institute is chosen to get more clear results.

Methodology: Organizational behavior perspective should be used to evaluate the variables. The data will be collected by using random sampling method and semi-structured interview method. The data will be collected from the public employees working in General Directorate of Kirkuk.

Findings: Organizational commitment has three subscales which are affective commitment, normative commitment, and continuous commitment. Affective commitment and normative commitment has a significant effect on organizational identification. The overall organnizational commitment is also a significant predictor of organizational identification.

Keywords: *Organizational identification, organizational commitment, the public industry.*

KERKÜK MİLLİ EĞİTİM GENEL MÜDÜRLÜĞÜ'NDE ÖRGÜTSEL ÖZDEŞLEŞMENİN ÖRGÜTSEL BAĞLILIĞA ETKİSİ

ÖZET

Temel: Örgütsel özdeşleşme, örgütsel bağlılığın önemli bir öncülüdür. Bu araştırma, güçlü bir etkiye sahip olmasına rağmen çok dikkate alınmayan bir değişken olan örgütsel özdeşleşme üzerindeki etkisini araştıracaktır.

Amaç: Bu çalışmada örgütsel özdeşleşmenin örgütsel bağlılık üzerindeki etkisinin incelenmesi amaçlanmıştır. Daha net sonuçlar almak için bir kamu kurumu seçilmiştir.

Metodoloji: Değişkenleri değerlendirmek için örgütsel davranış perspektifinin kullanılması daha uygundur. Veriler rassal örneklem yöntemi ve yarı yapılandırılmış görüşme yöntemi kullanılarak toplanacaktır. Veriler Kerkük Genel Müdürlüğü'nde çalışan kamu çalışanlarından toplanacaktı.

Bulgular: Örgütsel bağlılığın duygusal bağlılık, normatif bağlılık ve sürekli bağlılık olmak üzere üç alt boyutu vardır. Duygusal bağlılık ve normatif bağlılık, örgütsel özdeşleşme üzerinde anlamlı bir etkiye sahiptir. Ayrıca toplam örgütsel bağlılık da örgütsel özdeşleşmenin anlamlı bir öncülüdür.

Anahtar Kelimeler: *Örgütsel özdeşleşme, örgütsel bağlılık, kamu sektörü.*

1. INTRODUCTION

The level of the connection between the employees and the organization may vary. Some employees have simple relationships with their organizations and some prefer to develop some more complicated connections. Their performance and the organizational performance are affected by such decisions.

The employees have a cognitive structure. According to this structure, they may feel satisfaction or dissatisfaction. Because their motivation is affected by different factors. If the organization can provide satisfaction without making any changes and showing efforts, it means that the intrinsic motivation of the individual is overlapped with the policies of the organization. The intrinsic motivation is developed by the individual in time as a result of experiences and personal traits.

The cognition of the individuals create alienation and identification. It is also the same for the employees. They perceive that the organizations can be embraced or not. The tendency to embrace the organizations is called organizational identification.

The organizations usually offer financial rewards to the employees. These rewards may affect the extrinsic motivation of the employees. But some employees have intrinsic motivation regarding their organization due to various reasons. The organizations offering financial rewards may make a good impression on the employees, some managers may inspire the employees, or there might be some personal reasons bonding the employee and the organization. However, none of these can affect the intrinsic motivation and organizational identification of the employees. This kind of efforts can just increase the extrinsic motivation temporarily and show the work environment attractive for a while. This kind of techniques are useful to keep the employees in the organization and decrease turnover intention.

The employees connecting to the organization and embracing them tend to identify themselves with the organization. They do not feel separated from their organizations and their feeling of oneness may bring some extra efforts. These efforts are preferred by the managers as they aim to increase the performance or reputation of the organization. The employees accept such efforts as something contributing to themselves and they do not feel like such efforts went out of the window when they do not pay back. The negative emotions caused by the organizational is a frustration for them, but this is just like a frustration due to "self". In other words, the reasons for organizational identification is not always positive behaviors and they are mostly unknown. The expectation of getting promoted, feeling home, and some other expectations that are not realistic can be the reasons. However, the employees are usually not aware of the reasons causing organizational identification and they cannot name them.

Organizational identification is accepted to be a key to success by some managers (Kreiner & Ashfort, 2004). The leaders can create such identification and by using it they can manage their subordinates more successfully. The best leaders can understand the intrinsic motivation drivers of the employees, and they can find ways to form bonds between the employees. Organizational identification provides less need to monitor and follow the employees. Because the employees will not need the control of management as they do not allienate themselves from the organization. Sometimes these employees provide extra monitoring for the managers as they provide feedback to the managers about any kind of incidents in the work environment.

Organizational identification makes it easier for the managers, because the employees can keep an eye on themselves together with the organization (Mael & Alderks, 1993). The intrinsic motivation of such employees decrease the requirement of extrinsic motivation that can be provided by the managers. This will bring less need for management effort and the managers will find more time for some other goals regarding their duties.

The performance of the organization is related to the risk-taking behaviors of the employees and managers. The managers should take risk to contribute more to the organization. The managers who are afraid of a failure cannot try something new and they cannot increase the success of the organization. Instead they keep on using the same methods that could already bring some certain amount of success. The top managers and the owners try to increase the risk-taking behaviors of the managers and the managers try to increase the risk-taking behaviors of the employees.

Especially for the subordinates, risk-taking is more than it seems. For example, more work and more tasks mean more risk for the employees. If they work less, they are responsible for less.

Organizational identification of the subordinates and managers will be increasing their motivation to take more risk (Kreiner & Ashforth, 2004). They will strive to carry the organization to a better place and they will not hesitate to be beneficial to the enterprise. Their efforts may take the organization at the center and they may try to increase the performance of the organization.

The managers avoid taking risk due to the probabilty of making a mistake. Therefore the companies use strong compensation techniques to force the managers to take more risk. Cost of compensation aiming the high performance of the managers can be very high. But the managers with high organizational identification already have an inclination to take more risk. Consequently, organizational identification is important not only for subordinates, but also for the managers. They take more risk and they work harder to find new ways to improve the performance of the firm. Depending on their qualifications, the contributions coming with high organizational identification may vary.

Organizational commitment is also significant for the managers. The employees feeling adherence to the company will tend to work more or they may gain more experience in that organization with their commitment. The commitment to the organization means a bond between the employee and the organization.

Organizational commitment is classified in three dimensions: continuous commitment, normative commitment, and affective commitment (Yang, 2008). Continuous commitment is affected by the environment and various conditions. These are the circumstances pushing the employee to have a commitment. The employees committed to the organization may have to act that way. Sometimes there is a financial crisis and the employees stick to their job. They feel like thay cannot find another job and with that feeling they improve a commitment to the organization. This kind of commitment is affected by the environmental factors (Schwepker, 2001). The organization itself has a little effect on such a commitment.

Normative commitment refers to an ethical bond between the employee and the organization. The ethical structure of the employee might be similar with the organization's ethical structure. The employee who feels like their norms are approved by the organization will feel a commitment to that organization (Yang, 2008). The ethical values of the employee overlapping with the ethical values emphasized by the organization supports the normative commitment.

The bylaws of the organization, the written rules and the policies are significant indicators of the ethical reasoning of the company. The employees can perceive the organization's ethical reasoning by monitoring them. The cognition of the employees will embrace the organization's norm or deny them after these observations. The employees thinking in line with the organization and accepting their ethical applications can improve their normative commitment to that organization (Yang, 2008).

The affective commitment is about the emotions and motivations of the employees. When they are positive about the organization, affective commitment grows and the employee feel strict ties with the organization. Affective commitment is easily impacted by the applications, policies, and transactions of an organization and the daily experiences of the employees in that organization (Schwepker, 2001). Positive experiences causing positive emotions can easily increase the commitment.

The managers try to determine policies together with the human resources department to increase the affective commitment of the employees. The controllable and measurable structure of affective commitment makes it a significant component of the organizational policies of the managers aiming to increase the performance of the company.

The organizational identification is a unique construct that can affect two dimensions of organizational commitment: normative commitment and affective commitment. The employees who identify themselves together with the organization usually have a similar ethical structure with the company and they can also have normative commitment. The positive emotions are the ones increasing the organizational identification of the employees and they also have a positive impact on affective commitment.

There are various antecedents of organizational commitment, but it is very rare to see a construct affecting the normative commitment together with affective commitment. This rare characteristics of organizational identification made this construct a suitable one for our study. This study aims to survey the relationship between organizational identification and organizational commitment.

The employees of the public institutions should have high organizational identification. This plays a significant process in the recruitment process. Their commitment is also significant in a general directorate department. The relationship between these constructs became vital for the policy-makers and the managers of the public organizations. Public institutions are significant for the society. Especially the ones contributing to the quality of education are helping to the improvement of the society. Consequently, this research is conducted in the General Directorate of Education in Kirkuk that is a significant institution for the society of Iraq.

The topic is elucidated and elaborated eventually. The literature review is made at the second chapter. The hypothesis of the study is prepared according to the literature review. Third chapter included the methodology. The background and purpose of the study is explained here. The data collection process and the measurements are declared. The demographic variable allocation is also shown here, The analysis process also took place in the next chapter. The findings are demonstrated. The discussion and the results are in the last chapter.

2. THE CONCEPTS AND THE LITERATURE REVIEW

2.1 Organizational Identification

The employees may think themselves as a part of their company or they may think themselves as a whole with the company. The feeling of identified together with the company is known as “organizational identification”. It is a oneness and feeling as a body together with the organization.

The employees may also feel no connection between themselves and their company. This may end up with alienation. Some negative results such as counterproductive work behaviors, bullying, or mistereatment come together with alienation. Alienation is a process causing negative behaviors.

Organizational identification is the opposite of alienation, it is something connecting the employees to the company mentally and emotionally (Kreiner & Ashforth, 2004). The companies feeling organizational identification accept the company as a part of their identity (Lehr & Rice, 2002). They describe themselves together with the company and they perceive it as a part of themselves or as the company itself.

Organizational identification and perceived organizational prestige should be distinguished. Organizational identification includes unique emotions of the employees towards the organization and it is also a results of the personality traits and the whole characteristics of an employee. The main reason for organizational identification is not a general perception regarding prestige, it is a kind of heuristics that is a product of a person’s personality and intrinsic motivation. Organizational identification might be an overall evaluation and the reasons for reaching a point like this might be unknown to the person. Organization recalling something that is inevitable or complementary to the “self” can be the source of organizational identification. Sometimes subconscious feelings can also cause such oneness with the company.

Some employees may feel happy when their company fail, but employees with organizational identification would feel sad when their company fail. Thus, the companies prefer the employees with higher organizational identification (Milward & Brewerton, 1999). Because such employees are also responsive to the situations that may cause failures in a company.

The employees are just like professional athletes when it comes to competition. The best athletes feel high organizational identification. They prefer to contribute to the success of their team instead of showing themselves successful. The best athletes are the ones with higher organizational identification. Because they try to see the success not only for themselves, but also for the instituion they are representing.

The national teams can also be shown as an example. The employees with high patriotism take more risk during such tournaments. They show great effort and take risk. Because the success of their team will mean the success of their nation for them.

The employees with higher organizational identification are also very-well known in their field. Especially the general managers who can increase the value of their company and increase the value of their common shares are the most famous ones among the others.

Organizational identification is important for all the employees. The companies made various campaigns to increase the organizational identification of their employees. Some of them have given common shares, some of them has provided partnership to their general managers. The number of the examples can reach to great numbers. The compensations given to the managers became a significant concern. The scholars and the top managers focused on how these compensations can be used to increase the risk-taking behaviors of the managers. However, organizational identification could increase the risk-taking behaviors of the managers. The managers with high organizational identification strive to carry their company to a better place, they show effort to see any progress of their company, and the success of their company is a reward itself for such managers (Martin & Epitrotaki, 2001).

The organizational identification has the capability to motivate the managers to learn more about their company, its operations, and its employees (Mael & Alderks, 1993). They also do not hesitate to learn more about the market and the position of that company in the market. They also show great endeavour to have a better decision-making process. Because they feel like they have a oneness with the company. But the managers with lower organizational identification do not have an inclination to learn their company better, instead they evaluate every chance providing them better salary and better compensations to increase their wealth. In other words, they do not hesitate to change their company and work for another company as they do not feel the same with their organization.

Improvement of organizational identification is a long-term process and it may require great efforts of the top managers and subordinates (Mael, 1991). The policies aiming to increase organizational identification may also be costy. However, they are useful to the organization as they will increase the loyalty of the employees and the managers. The costs that are related to convincing the employees and managers to stay in the organization might be avoided with organizational identification. The monitoring costs and the costs regarding the observance of the employees due to the possibility of perpetrating counterproductive work behaviors can also be avoided.

The top managers may choose a strategy including organizational identification. The organizational identification may be a focus of this strategy or might be a significant component of this strategy (Mael, Waldman, & Mulqueen, 2001). It is also possible to see the managers trying to implement the chosen strategy by focusing on the organizational identification. The organizational policies aiming to increase organizational identification might be useful for the team leaders and the human resources managers as they will decrease the necessity of observing the employees and keeping them under control.

The strategies and policies reminding organizational identification may remind the other managers and team leaders about organizational identification. They may include it during their operations and arrange their attitudes according to that. They also might be thinking like their top managers find organizational identification to be important.

The top managers may embrace the organizational identification, but they may avoid to add it to their organizational policies and their strategies (Lipponen, 2001). Organizational identification can be just a trait of the top managers. According to Upper Echelons Theory of Hambrick, the subordinates tend to imitate the behaviors and characteristics of their top managers. The middle level managers are also included into this group imitating the observed behaviors of the top managers. This theory suggested that the members of an organization observe their top managers closely and they imitate these behaviors.

Ajzen (1991) explained the theory of behavior together with organizational identification. He put emphasis on the effect of feeling of belonging. Work and organization takes most of the time consumed in a day and the organizational belonging affects the behavior of the employees. This theory showed organizational identification as an example to explain the effect of belonging on an individual's behaviors.

Social Identity Theory also embraces organizational identification (Ashfort & Mael, 1989). The identity of the individuals are shaped together with their jobs and organizations. They spend their time in those organizations and they tend to imitate the common behaviors in these organizations. They learn from these organizations and their truth becomes the truth of their organization. The values in an organization can affect the employees taking place in it. Ignoring employees will be affected to a certain extent, but the organizational identification will make the difference. They employees will have more oneness with their organization when they have organizational identification. Ashfort et al. (2008) improved this perspective by describing organizational identification by using 4 different theoretical approaches.

Abrams et al. (1998) showed that the individuals already have an attachment to their social groups. This study showed that the employees who has cultural similarities with their organization tend more to indentify themselves with their organization. Akgunduz and Bardakoglu (2015) suggested that organizational prestige can also affect the organizational identification and turnover intention. The employees perceiving their organization more prestigious prefer to grow an identification feeling and prefer to describe themselves with their organization. This study was also significant, because it proved that organizational identification is a predictor of turnover intention. Employees wth higher organizational identification stay in the organization.

Organizational identification has strict relationships with job attitudes. But it is also important for the other variables. Psychological diversity climate also cannot ignore organizational identification, and it has a key role in this climate (Cole, 2013). The relationships inside psychological diversity climate can also be explained more clearly with the help of organizational identification as it is already a psychological state impacting the perceptions of the employees.

Empowerment can also not be thought without organizational identification. Especially the empowerment of supervisors and leaders require organizational identification understanding (Dai, 2009). This perspective adding organizational identification into empowerment process also keeps the employees inside the organization by decreasing their turnover intention. This will be a useful application if the managers are successful or it is difficult to replace them.

Ethical climate and the organizational identification are also correlated, because the normative structure of the employee and the ethical climate that is dominant in an organization should be in line for a clear identification of the employees. This was also proved with the study of Deconinck (2011a). In another study of Deconinck (2011b), the relationship between leader-membership exchange and organizational identificaiton was surveyed.

Consequently, it is possible to say that the values of an organization has the potential to determine the organizational identification of the employees. If the organization can catch the general understanding of the employees, the aggregate organizational identification can increase. The significance of the relationship between person-organization value fit and organizational identification that was suggested by (Ding, 2012) is already an evidence of this.

Organizational identification can be the focus of a strategy and it may ignore organizational commitment. Because the managers are mostly aware of that the organizational identification will also be increasing the organizational commitment. The result will be useful for both the managers aiming to increase organizational identification and organizational commitment.

The aforementioned feeling of the managers can be accepted as a heuristic approach. This study attempted to carry this heuristic commonly known opinion to an academic level. The evidence collected by this study together with the valid analysis can conntribute this knowledge to the literature.

But despite the abundance of evidence showing the positive effects of organizational identification, understanding the precise underlying dynamics that connect organizational identification to work behaviors has received comparatively less focus and effort (Ashforth, 2016, Ashforth et al., 2008). While we are aware that organizational identification generally improves employee work behavior, we are far less certain of the exact reasons, mechanisms, or purposes for which it is beneficial.

The behavioral effects and underlying mechanisms of organizational identification, however, have typically been conceptualized in relatively general and ambiguous terms in previous research—as if the resulting positive work behaviors are a unitary construct and the underlying mechanisms are a simple and singular process. This lack of theoretical accuracy and disregard for underlying mechanisms is a serious drawback that limits our comprehension of organizational identification and its applicability. The availability of distinct pathways, for example, suggests that the practical utility and impact of organizational identification may vary based on a variety of moderating factors, antecedents, and work behavior types.

Little direction has been provided by previous organizational identification studies to address these issues, identify these people, or predict the opinions and responses of others inside their organization. This dearth of direction is noteworthy because management research has a rich and lengthy history of differentiating between work behaviors that conform to the status quo and those that deviate from it (Schein, 1990; Staw & Boettger, 1990; Hornstein, 1986).

However, previous research on organizational identity has not fully recognized, hypothesized, or examined this duality or the conflicts it raises for circumstances where normative behavior is viewed as inadequate or dysfunctional. This neglect hinders our capacity to advise businesses on when, why, and how to take advantage of the potential benefits of identification. It also limits our understanding of the underlying dynamics and behavioral repercussions of organizational identification (Staw & Boetter, 1990). Furthermore, this oversight is a lost opportunity for organizational scholars, who are uniquely positioned to look into these matters and, in turn, contribute to and improve both the larger body of work on collective self and identity and social psychological theorizing on social identity.

Furthermore, previous research has primarily assumed that observers (supervisors, colleagues, etc.) will consistently appreciate the work behaviors that result from organizational identification, without examining how observers evaluate or consider these behaviors. Because of this, previous research has been insufficient in terms of both providing sufficient guidance regarding whether observers will consistently recognize and value the work behaviors that flow from strong organizational identification, as well as being imprecise or unclear regarding the precise work behaviors that can be expected from highly identified employees (Hornstein, 1986). However, these questions are essential to comprehending organizational identification research's prescriptive significance.

2.2 Organizational Commitment

Organizational commitment is a job attitude and it is about the employee's adherence to the organization as it is a kind of psychological attachment (Meyer and Herscovitch, 2001). This is a popular job attitude among the researchers as it has the potential to be connected to many of the organizational variables.

Organizational commitment studies existed for a long time without a specific emphasis on organizational commitment concept and elucidating it. They are improved with side-bet theory at the beginning (Becker, 1960). With this theory, a classification was made and commitment is classified as occupational commitment and organizational commitment (Ritzer and Trice, 1969). This understanding took commitment as a separate concept, but it was poor to determine the boundaries of this concept. Because the occupational commitment is difficult to define and it always seemed like very close with the job satisfaction which is also a job attitude. In time, it was possible to determine the boundaries of job satisfaction and this clear distinctions made with new theories made it easier fort the academicians to distinguish the concept of "organizational commitment".

The occupational commitment concept lost its popularity as its description was not satisfying and it was difficult to measure this concept. A scale measuring occupational commitment was developed, but it was not providing as clear results as organizational commitment. These developments made organizational commitment more popular to the scholars and a new theory was developed: Three-component model.

According to three-component model there are three kinds of organizational commitment: affective commitment, continuance commitment and normative commitment (Meyer and Allen, 1991). These different kinds of organizational commitment were the dimensions of overall organizational commitment in the scale. These dimensions provided clear results and distinguished by the participants. The scale adapted and validated by the study of Meyer and Allen (1991) provided results that were useful for the scholars in the organizational behavior.

The employees experiencing confidence, higher values start to develop a connection between themselves and the company, and with the sense of belonging and safety, they get committed to their organization. They avoid leaving such organizations, because if the company meets the requirements of the employee, then the employee deciding to quit will put these advantages in danger (Cho et al, 2009). Therefore organizational commitment can keep the employees working for that organization.

Organizational commitment can be described as a feeling or a connection which provides involvement in an organization' (Mowday et al., 1979: 226). Continuance commitment is about the habbits or any trouble related to his job or position in an organization, and normative commitment is totally about the ethical understanding of the company. For example, the owner or managers might be the relatives of the employees, and it may affect the continuous commitment of the employees, or a financial recession may also influence the continuance commitment of the employees, Affective commitment is about the feelings and motivation of the employee and it can be changing. It includes the factors that make an organization attractive to an employee.

Organizational commitment is about staying with the organizational. The employees committed to the organization keep on getting improved with the organization (Kim & Beehr, 2018). Their knowledge and experiences will be shaped and structured according to the requirements, policies, and the strategies of the organization.

The organizational commitment is useful to keep the experienced employees in the organization. These employees will be more contributing if they gained most of their experience in the same organization. That is why some organizations promote their employees as managers instead of hiring new managers who worked for another firm. They try to increase the organizational commitment of the employees, and they are eager to see such employees transferring their experiences in the same organization to a management level. They also attempt to add being a manager to the expectations of the employees. Such an expectation will not only increase the organizational commitment of the employees, but also their effort to improve themselves will be increased (Baird, 2006).

The reasons for organizational commitment may vary. According to these reasons organizational commitment is classified in three groups: continuous commitment, normative commitment, and affective commitment (Mowday, Steers, & Porter, 1979). The managers cannot control all these three types of organizational commitment. The affective commitment can be controlled directly. The managers can affect this construct directly or they may aim the constructs that impact affective commitment.

Organizational commitment is affected by various constructs (Kim, Leong, & Lee, 2005). But they are related to affective commitment, not to normative commitment nor to continuous commitment. But all types of organizational commitment has various outcomes (Grigg, 2009). This makes this construct more important compared to some other constructs.

Organizational commitment is a job attitude (Yang, 2008). The other job attitudes are job satisfaction, work engagement, embeddedness, and turnover intention. Job attitudes refer to the behavioral habits of the employees in the workplace due to the emotional structure of the employees and their motivation.

Personality can also affect the organizational commitment (Spagnol & Caetano, 2012). The personality traits and the habbits of an individual together with the cognitive structure and ethical reasoning abilities of an employee, the organizational commitment will be taking its form.

Personalities of the employees are different and some of them are similar. The organizations can be attractive for the employees, but not for all of them. Some personalities cannot match with some certain organizations. As a result, the personalities have a significant impact on organizational commitment.

Taylor et al. (2012) showed that employees with lower organizational commitment can be more rude to the customers and other employees as the organization mean less for them compared to the employees with higher organizational commitment, and workplace incivility will be the first variable getting affected by this situation. As we have just mentioned, the personality traits also harmonize these effects. The study of Taylor et al. (2012) showed that conscientiousness is the most important personality trait being effective on the relationship between low organizational commitment and mistreatment behaviors of the employees. The effects can be combined.

Mistreatment behaviors appear with the loss of sympathy and other positive emotions. The organizational commitment is a positive job attitude providing positive emotions. When it decreases it will lose its impact on decreasing such behaviors. Therefore lower organizational commitment will tend to increase mistreatment behaviors.

The organizational culture is also significant predictor of organizational commitment (Taylor et al., 2008). Organizational culture is common and it is does not change in the short-term as the members of the organization will not be changing in the short-term. The organizational culture will be rewarding some certain behaviors and punishing some certain ones.

Organizations are defined with their structures and some certain characteristics. This is known as organizational culture. Organizational culture is continuous for a certain period of time. Its connection with the organizational commitment also makes it consistent for a certain period of time.

Organizational commitment can also be a predictor of some other variables. For example, it is a significant predictor of organizational citizenship behavior (Watrous-Rodriguez, 2010). Psychosocial support is the backbone of organiaztional citizenship behaviors and it is already known that organizational commitment affects the support behaviors such as coworker support, social support together with psychosocial support (Waters, 2004). Positive emotional states such as organizational commitment increases such support behaviors, but negative ones such as dissatisfaction decreases support and sharing behaviors (Watson & Clark, 1984).

Typical behaviors in an organization may not be proper for some new applications and strategies and it might be necessary to adjust the behaviors of the employees (Waters, 2004). The organizational commitment will make this process easier as it has a positive effect on organizational citizenship behaviors (Watrous-Rodrigues, 2010). The strategy-makers and decision-makers who are aware of the organizatonal commitment in an organization can be more flexible.

Organizational commitment can be used to make adjustments on the behaviors of the employees. Their behaviors fitting with the organization's goals can be improved by using organizational commitment (Alniacik et al., 2013). The managers can monitor the organizational commitment of the employees to make their promotions, to make task allocation and to decide which duties fits which employees. They can also determine the policies that aim to use the teams for some certain goals.

Empowerment of the employees are also connected to the organizational commitment (Baird, 2006). Banerjee-Batist and Reio (2016) showed that the empowerment process and the mentoring process have a relationship with the organizational commitment. They are correlated and the results regarding this correlation might be various.

Berry (2014) connected organizational commitment with the leadership skills. The managers indeed affect the organizational commitment of the employees (Jiang & Probst, 2015). The trust is a significant construct affecting organizational commitment (Baird, 2006).

The trust can be created by the managers (Jiang & Probst, 2015). The supervisors who are capable of doing that can increase organizational commitment. On the other hand, some supervisors may deliberately abuse the employees and they are known as abusive superviors (Xu et al., 2019). Abusive supervision has a negative correaltion between organizational commitment as it decreases it.

The region and geographical characteristics can also affect organizational commitment depending on the organization, region, and the employees (Kipkebut, 2013). Different cultures may conflict or similarities may become attractive to the employees. In an environment where all the companies are the same, it is difficult to experience this kind of situations, but when a foreign company enters a market and the residents of that region feel sympathy for that organization by embracing their values, it will be more attractive fort he workforce to work for that organization in that area.

Kalokerinos et al. (2017) showed that the factors affecting organizational commitment is not unique to a country, the region or even the continent might be a significant factor affecting organizational commitment. The managers should determine these factors and prepare policies by taking them into account.

Organizational commitment is the aim of human resources department. It is both creating organizational commitment and using the committed employeees. Therefore organizational commitment can be an obstacle for the employees or it can also be an advantage for them as the employees with higher organizational commitment will have less resilience to the human resource policies and their requests (Joarder et al., 2011).

The organizations may have a social responsibility understanding to attract its customers to look more valuable among the other companies. This will increase the prestige of the company. Corporate social responsibility is also important for the employees. The organizational commitment of the employees are also affected by the corporate social responsibility of the organization (Gupta, 2017). It was also shown that identification of the employees is also affected by corporate social responsibility. This is a sign of the close connection between organizational identification and organizational commitment and it was already suggested by the study of Gupta (2017). Klimckhak et al. (2019) also found this relationship.

According to Chalofsky and Krishna (2009), innovative motivational strategies need to be created if a company wants to continue having outstanding HR management and, consequently, increase employee commitment. Specifically, it was observed that extrinsic motivation was ineffective and had little long-term value. If commitment is built through internal motivations like the purpose of work, HR policy will be significantly more effective.

The importance of intrinsic motivation for commitment which is developed by performing work that is viewed as having value or making a positive impact on society as a whole was backed by Beukes and Botha (2013).

Jung and Yoon (2016) conducted an empirical research study on Korean hospitality workers to examine the theory of intrinsic motivation. The study was carried out in a field of work where jobs are intimately related to the purpose of work and where specific work features, such serving the community, are well-known. The study data was supplied by more than 300 hospitality workers with a variety of backgrounds and years of experience, using a self-administered survey questionnaire Regardless of the worker's age, gender, level of education, or length of service, the results showed a favorable association between OC and meaning of work.

2.2.1. Organizational Commitment and Culture

However, two investigations by Wasti and Can (2008) involving 430 workers in the Turkish automotive industry further illustrate the difference between AC and NC. Meyer, Barak, and Vandenberghe (1996) designed the OC questionnaire, which was given to a youthful, mostly male (79%) survey population (83% younger than 30 years old). In the first study, training opportunities, empowerment, supervisor satisfaction, and job security were examined as potential predictors of NC using regression analysis. In the second study, the same population was used, but a different instrument was used to measure collectivism which is defined as favoring the goals and objectives of the group over those of the individual at the individual level.

With rare exceptions, the two main cultural dimensions of individualism/collectivism (i.e., identity based on personal qualities vs. group membership) and power distance (i.e., acceptance of unequal power distribution) have been the focus of efforts to develop theory based hypotheses regarding cross-national differences in commitment. Regretfully, opinions on how these variables ought to affect commitment have not entirely aligned. For instance, some academics contended that because social bonds and in-group objectives are valued so highly in collectivist societies, AC should be higher there (e.g., Randall, 1993).

A number of hierarchical regressions were carried out in order to test for factors, such as the relationship between an individual's commitments and organizational-level outcomes (Wasti & Can, 2008). Regressions on local outcomes showed a favorable correlation between citizenship behaviors and both AC and NC to supervisors. Conversely, no commitment component showed any substantial predictive power for relational behaviors focused on supervisors. Individuals who scored low or high on vertical collectivism did not differ significantly when AC was low, according to research using a mean split on vertical collectivism and AC to organizations.

Many conceptualizations of culture have been put forth, but defining it is a challenging task (Hofstede, 1980; Kroeber & Parson, 1958). "[Culture is]... a set of common (or shared) attributes (assumptions, values, beliefs, meanings, social identities, and motives) among members of collectives that permit meaningful interaction among members of the collective and differentiate one collective from another," according to House, Hanges, and Ruiz-Quintanilla (1997, p. 21), which sums up many of the earlier conceptualizations. To aid with cultural differentiation, a number of frameworks have been created (e.g., Hofstede, 1980, 2001; House& Javidan, 2004).

All of them are predicated on the idea that a limited number of dimensions can be used to characterize the distinctive features of cultures, and that nations can be given scores that correspond to their relative positions on these dimensions. While the House et al. taxonomy, developed as part of the Global Organizational and Behavioral Effectiveness (GLOBE) project, also identified an isomorphic set of practice dimensions (i.e., behaviors, institutional practices, proscriptions, and prescriptions: House & Javidan, 2004), the Hofstede and Schwartz taxonomies concentrate on values.

Meyer et al. (2012) conducted a meta-analysis of research undertaken in 57 different nations between 1984 and 2010 regarding the impact of culture on the development of AC, NC, and CC. The studies used the Meyer and Allen OC scale as a component of their survey methodology. According to Meyer et al. (2012), the meta-analysis's data revealed a clear distinction between individualistic and collectivist cultures in terms of AC, NC, and CC. The results show that there is significant variety in country commitment means, which could be explained by cultural differences between countries. This finding suggests that there is a great deal of variation in national commitment, which may be explained by cultural variations between nations.

Evidence from cross-cultural studies supports the distinction between NC and AC. Fischer and Mansell (2009) discovered, for instance, that the association between AC and NC differs among cultures and is influenced by cultural values in distinct ways. According to Meyer and Parfyonova (2010), AC is higher in nations with high individualism scores, while NC is higher in cultures that value collectivism. This suggests that if validated research was carried out in non-Western cultures, the distinctions between NC and AC would grow more pronounced (Meyer & Parfyonova, 2010; Wasti & Önder, 2009).

2.3. The Relationship between Organizational Identification and Organizational Commitment

The managers with organizational commitment spend more time in their organization and they have more chance to know their organization better (Baird, 2006). The managers knowing their organization better will be aware of all the activities regarding their organization. If they have organizational identification, their organizational commitment will be more fruitful.

According to various reasons organizational commitment is classified in three groups: continuous commitment, normative commitment, and affective commitment (Yang, 2008). The managers cannot control all these three types of organizational commitment (Schwepker, 2001). The affective commitment can be controlled directly. It has various predictors. The factors affecting affective commitment usually cannot impact normative commitment nor continuous commitment.

Affective commitment is formed due to the emotions of the employees. Emotions and moods can be changing. Thus, the affective commitment can also be increasing or decreasing. The policies of the companies have a direct effect on affective commitment. The attitude and behaviors of the managers also impact the affective commitment.

Normative commitment is related to the normative structure of the organization. As the structure of an organization cannot easily be changed, normative commitment is also not easy to change. The perceived ethical structure of an organization determines the normative commitment of an employee (Yang, 2008). The job attitudes and contructs of organizational behavior discipline do not affect normative commitment. But only organizational identification has a direct impact on normative commitment. Because organizational identification is feeling oneness with an organization and individuals do not feel oneness with an institution whose ethical structure is different than theirs (Kim, Leong, & Lee, 2005).

Normative commitment is a product of the ethical reasoning of the employees. The bond between the ethical reasoning of the individual and the ethical structure of the company will be increasing or decreasing the normative commitment. The organizational identification is also very similar, but it is a heuristic process. The employees feel like the organization represents himself/herself. This feelings is formed as a result of a general perception or a sum of emotions attributed to that organization (Martin & Epitropaki, 2001). The employees rarely make an overall assessment of the organization. Hence, organizational identification can be accepted as a decision or a tendency (Lehr & Rice, 2002).

It is possible to see that not only the link between normative commitment and organizational identification is strong, but also the link between affective commitment and organizational identification is strong. This unique situation makes organizational identification the most suitable antecedent of organizational commitment for this study. The impact of organizational commitment on continuous commitment can be discussed, but we can still mention that the situations regarding continuous commitment will be evaluated according to the prejudices of the individuals and organizational identification is a strong prejudice after once it is formed.

Cole and Bruch (2006) suggested that organizational identification and commitment has significant ties and together with those variables strong organizational policies can be constructed. Because they have a bigger impact on the employees when organizational identification trigger organizational commitment. Moon et al. (2016) confirmed that organizaitonal identification is a predictor of organizational commitment.

Stinglhamber et al. (2015) mentioned that organizational identification affects the affective commitment and normative commitment significantly. Van

Knippenberg and Slippos (2016) proved the relationship between organizational commitment and organizational identification.

Gupta (2017) put the emphasis on corporate social responsibility and showed how the employees identify themselves with the organization when they witness corporate social responsibility by also showing how their organizational commitment increase when they see this tendency. Aftermath, he pointed out the relationship between organizational identification and organizational commitment.

Currently, scholars studying management and organizational behavior use two theories to investigate the employee-organization relationship: organizational commitment and identification. Despite being formed as near synonyms, commitment and identification have different meanings, according to a survey of the literature. This is particularly valid when contrasting identity as a product with attitudinal commitment.

The literature review shows that the same cluster of attitudes is referenced by modern conceptualizations and operationalizations of identification as a significant construct for an organization (Cheney, 1983) together with commitment (e.g., Mowday, Porter & Steers, 1982). Furthermore, commitment and identification associated consistently and similarly with pertinent demographic, tenure, and attitudinal characteristics, according to an empirical study provided here. According to the investigation's findings, communication academics should talk about identification as a process and commitment as a result of it.

Sass and Canary (1991) studies these two concepts and distinguished them. These constructs were elucidated and their similarities and differences were mentioned clearly.

Gautam et al. (2004) discovered the theoretical and practical aspects of the conceptual distinctions between identification and organizational commitment. The data used in this study comes from 450 employees across five distinct Nepali firms. To evaluate the fundamental components of organizational identity, a revised eight-item scale based on Cheney's Organizational identity Questionnaire was created and eventually it was discovered that identification could be distinguished and it is also possible to distinguish the dimensions of organizational commitment that are affective, continuous, and normative commitment.

2.4 Public Industry and Theoretical Perspective

The business world and public industry are distinguished by some scholars. The organizations taking place in both have the same concepts and almost the same working environments, but it is necessary to make a distinction. Because the working conditions, the expectations, and the structure of the organizations might be significantly different in some certain non-profit public organizations. There are various scientific journals focusing on the organizational behavior, management, and leadership in the public industry.

There are various reasons for the distinction between private and public organizations in the management. First, the work environment might be different and it might be making a significant effect on the construct that is being observed. The work environments of the public organizations mostly serve the needs of a society and its members. On the other hand, the private organizations may ignore the requests and requirements of the society as long as they will not affect the total revenue of the organization. This is a significant difference between these two different kinds of organizations.

Second, the accuracy and ambiguity might be different in the private and public industry. These reasons can also be specified at the level of an industry or an organization. Some public organizations are followed by the government and an accurate data is necessary. This data might be revealed to the public and the target might be avoiding any possible mistakes. For the private institutions, the accuracy might be important to a certain level. It is also possible to see that ambiguous data, and roles to be acceptable in some certain private institutions. However, this is not acceptable in the public industry.

Third, the work environment in the public industry may facilitate the observation of the certain constructs. Because the employees are hired for long-term in the public industry. But it is difficult to say the same for all employees in the private industry. Even the best employees are preferred until there is a better one. Moreover, the employees also tend to leave their job when they find a better one. But resignation from a public job may cause great problems to an individual and it may not be possible for that employee to get hired again.

The perceptions of the employees are also different in private and public institutions (Hashish, 2017). For example, the employees working in the public industry usually do not expect to see any changes in their position. But the employees working in the private industry will always look for a better organization offering better working conditions. This expectation will make the organizational identification relatively lower in the private institutions. Moreover, the public organizations might be non-profit organizations. In Iraq, there is no private organization that is non-profit.

The work environment in the public industry provides several advantages to the researchers. First, the pubic employees are directed by their own managers to fill the questionnaires and they are encouraged. The awareness is high in the public industry and the employees do not tend to make judgments regarding any questionnaires of the researches. Especially in Iraq, the researchers are supported and they are encouraged. The scientific perspective is taken and informal organizations are not formed. However, in the private industry, the informal organizations might be existing, there might be prejudice against a researcher or the employees attending that research, and the managers may prefer to stay away from participating a research. They can also judge the employees about the topic of the research. They usually focus on waste of time and they do not want the employees to be occupied with such a thing.

Second, the public organization is acting as a whole. If the researcher can get a permission to survey in that organization, it is possible to see all the employees supporting this research and being helpful. The attitude of the whole organization is determined by the top management and a permission from the top management is perceived as a positive situation. This sign is followed by the positive attitudes of the employees that contributed to the validity and reliability of the data collection process.

Third, the tenure of the employees are usually high. The turnover is low in the public industry as the process of recruitment takes a long time and it is not easy to waste all those efforts. Not the employees nor the recruiters would prefer to waste the efforts of recruitment. Moreover, the working conditions in the public industry are satisfying in Iraq. Consequently, the employees have more experience in the same organization compared to the employees working in the private organizations. This provides a certain advantage to the employees and to the researchers when they collect data. The employees have strong opinions about their organization and this is urgently necessary in our research as both of our constructs are about the opinions and the attitudes of the employees regarding the organization. The constructs have some certain characteristics and the research context should be arranged according to the characteristics of the constructs. This usual process is followed by the author and the organization where the data will be collected was selected accordingly.

There are various other reasons for finding public institutions advantagous, however we wanted to name another reason for choosing the directorate of education. Whereas the employees working in directorate of education in Kirkuk. They are more careful in filling the questionnaires and providing knowledge. They know how to fill the scientific questionnaires, they pay enough attention, and they know which questions should be asked to fill the questionnaire right. This also increased the validity and reliability of the study. Moreover, their experience in collecting data and making research revealed an obvious sensitivity in helping another researcher.

The theoretical perspective of a study makes that study more valid and more reliable as long as it is based on solid roots. Therefore a research should have a theoretical basis that supports its research model. The theories supporting the research model of our study was also elaborated and the research model was constructed in light of these theories explaining the research context.

There are various theories supporting the research model of this study. For example, social information theory claims that the workers can use three different methods to transfer knowledge: First, they can guide the other employees and they can affect their attitudes. Second, they can exhibit the role of the other employees and they can impact their perceptions. Third, they can attract or direct the attention of the other employees (Salancik & Pfeffer, 1978). This the same in the public organizations. The role theory also claims that the organizations where the roles are obvious and not open to discussion are the best places to observe the organizational behavior constructs (Katz & Kahn, 1978).

The anxiety and insecurity are two unique feelings that make a person deviated from its self (Bandura, 1997). This situation will also affect the congitive structure of the employees (Bandura, 2001). The job insecurity is high in the private organizations, because the recruitment process focuses on hiring the best. Thus, the employees are the best as long as a better one is not hired. When a better one, and another better one is hired, the job of that employee will be in danger. This is called the newcomer adjustment in organizational socialization (Bauer et al., 2007). According to social cognitive theory of Bandura (2001), this impact should be removed to have a clear cognitive structure of the employees that can show the relationship between the organizational constructs. As the newcomer adjustment in organizational socialization is valid in private organizations, making a research in a public organization can remove this impact. Hence, we have chosen a public organization to collect data for this research.

The public institutions can be accepted to be more suitable for this study, when social information theory and role theory are visited. The structure of these organizations can show the surveyed effect between the constructs more obviously. This claim is also supported by the social information theory and role theory. The role and motivation of the employees are clear in a public organization. Role ambiguity can be high in the private organizations.

The theoretical basis of this study was rooted on solid theories. Not only the constructs, but also the work environment where the data was collected is supported by the existing solid theories. Theoretical basis shaped the structure of the research model and made predictable contributions.

Scientific background of the study should be supported with various theories. We could find such theories and our research model could rise with the help of these theories. The research model of this study was supported by the previous studies and it will be supporting the future studies that will survey the same relationships.

The research model and the theoretical relationships will be explained in the methodology section. The analysis results will be given at the results part or analysıs of the data. They will be elucidated and discussed at the discussion part.

3. METHODOLOGY

3.1. Background

Organizational identification is an important criteria of recruitment. country Public organizations provide better conditions and a permanent job. The security is high and the government tends to support the education and improvement opportunities of the employees in Iraq. Scholarships and permissions are given to the public employees when they need training or when they want to improve themselves. The supports like this increases the organizational identification of the public employees in Iraq. They feel more safe and more peaceful in their organization.

The main personality trait of the public employees in Iraq is expected to be high qualifications as the recruitment process is difficult and sensitive. The supportive work conditions and the feeling of security attracts the candidates. Because in a public job, the employees perceive as they have a support coming from their government. As the results are positive and contributing nowadays, the public employees also have a kind of loyalty. This loyalty means a stronger organizational identification when there is a strong feeling of patriotism. This situation makes public jobs different than the other jobs. As a result, there are scientific journals surveying the public work environment. Because the public work environment is different than the private work environments. Organizational identification is the main construct that is more effective in the public industry due to job security, and it is rarely studied in the private industry. But the scholars working in the public industry are rarely studied organizational identification as this construct is rarely in a significant relationship with another construct in a distinctive manner.

3.2. Purpose

Organizational identification was rarely accepted as a topic in the public industry as we mentioned earlier even though this variable is a significant one for this field. This study attempted to fill this gap in the public sector literature.

Moreover, the organizational identification is rarely assessed as a predictor of organizational commitment despite its unique effect on the subscales of this construct, and we wanted to contribute to the literature by reviewing the effect of organizational identification on organizational commitment.

3.3. Measurement Tools

6-item scale of Mael and Ashforth (1992) was used to measure the organizational identification. 24-item scale was used to measure the organizational commitment (Meyer and Allen, 1991). 8-item is used to measure affective commitment, 8-item is used to measure continuous commitment, lastly 8-item is used to measure normative commitment.

3.4. Sampling Selection and Hypothesis Development

As explained before, public institutions are more appropriate for this study.. For example, patriotism is a strong feeling that has the potential to increase the organizational identification of the public employees. Moreover, feeling secure in a job also has a great contribution on the organizational identification. The public sector jobs are more secure than private sector jobs. Consequently, the public employees are chosen as the participants of this study. Their organizational identification is expected to be stronger and this will enable a better opportunity to evaluate the impact of organizational identification on organizational commitment.

The author visited the General Directorate of Education in Kirkuk. The employees are interviewed according to the criteria of being a volunteer. Semi-structured interviews are used. The participants also helped to reach more employees. They provided connection to some other participants, however the participants' profile were still random.

All the participants were public employees and their number was 243. They showed no sign that can affect the reliability and validity of the data collection process. The collected data was used.

The organizational identification stimulate the employees in different ways. The active employees tend to work for the company is they have higher organizational identification. Being happy with the success of the organization and being sad with the failure of the organization does not mean working hard. The reactions of the employees vary as their personalities vary. The attitude of the employees are also various, and the behaviors regarding these attitudes can also be changing depending on their moods. Therefore, the impact of organizational identification is always ambiguous. Because as shown by the previous studies, the human beings are not rational and expecting rational behaviors from them is not realistic.

The impact of organizational identification on organizational commitment is also uncertain. Its effect also might be changing due to the differences of personalities. We aim to reveal this impact. Thus, the hypothesis of this study is derived as below:

H1: Organizational identification has a positive and significant effect on organizational commitment.

H1a: Organizational identification has a positive and significant effect on affective commitment.

H1b: Organizational identification has a positive and significant effect on normative commitment.

H1c: Organizational identification has a positive and significant effect on continuous commitment.

Previous studies showed the effect of organizational identification on affective commitment. However, organizational identification can also affect normative commitment, and it is much better to observe the effect of organizational identification on organizational commitment. Thus, we decided our hypothesis as above. It is also necessary to distinguish the effects of organizational identification on the dimensions of organizational commitment. Thus, the positive and direct effect of organizational identification on each dimension of organizational commitment was added among the hypotheses.

3.5. Analysis Process

The KMO analysis was the first analysis that was carried out. Because it was necessary to see whether the data is suitable for a factor analysis. Aftermath the factor analysis was carried out. The allocation of the questions according to the constructs was tested and the final data was formed.

The reliability of the final data was checked by using Cronbach Alpha analysis. The standard deviation and mean were also found. The Pearson correlation coefficient and regression analysis took place lastly.

3.6. Research Model

Organizational identification and organizational commitment have a complementary structure. Thus, the research model is established according to the relationship between them. Organizational identification is accepted as an antecedent of organizational commitment. The research model is in figure 3.1. First, the research model is shown with the main constructs. Second, the research model is derived and the dimensions of organizational commitment were also added. It is necessary to examine the effect of organizational identification to the overall score of organizational commitment, however, we can also not deny the significance of the effect of organizational identification on each dimension of organizational commitment. Each relationship between organizational identification and these dimensions will be surveyed in this research.

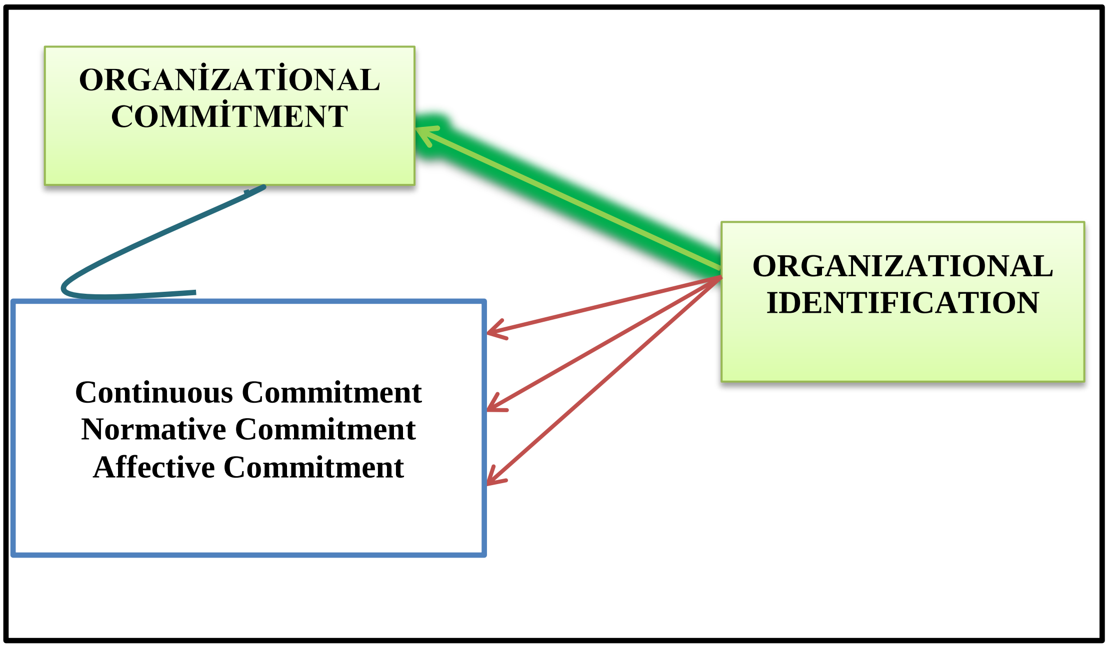

Figure 3.1: Research Model of the Study

The research model of this study was confirmed by the previous studies. The theoretical base was also formed. For example, Lu et al. (2002) showed that the employees with higher organizational commitment accept the organization more and they tend to stay in the organization.

This research model is useful in organizational behaviour lterature. It emphasized an uderestimated relationship supported by the other researches scientifically. It is also important for the public industry as the findings were also a product of the public industry.

3.7. Frequency Table and Control Variables

There was some common characteristics among the participants. These characteristics were both shared and distinctive. These groups are formed with the effect of control variables. These repeated characteristics are the frequency of this study.

The common characteristics of the sampling also shows which part of the community is represented. The participants may have various caharacteristics, but such a great variety and diversity will decrease the power of the sampling to represent a certain group or some certain groups. Especially outliers are expectd to affect the consistency of the quantitative analysis and they have the least ability to represent a group.

The characteristics of a groups that are shown as control variables are potential moderators. They have the ability of affect the relationship that was surveyed. Future studies may check such control variables or the systematic review studies may determine the control variables that has the highest potential to affect the surveyed relationship. An empirical study or a systematic review including a quantitative analysis can reveal the moderating effect of these relationships. Thus, the control variables are important and they should be listed.

3.7.1 Age

The age of the participants varied. The participants noted their age in the questionnaire. Age was a control variable shown in the questionnaire. The allocation according to the formed groups is shown in table.

Table 3.1: Frequency Table/Age

Age	Number	Percentage
21-25	15	6.1
26-35	111	45.3
36-45	76	31
46-55	30	12.2
56+	11	5.3

In our sample, there was a certain range. There was no other participants who are younger than 22 and no older participants older than 55. The ranges are shown in a couple of groups and they are shwon in the table 3.1. The histogram of this allocation is also shown in figure 3.2.

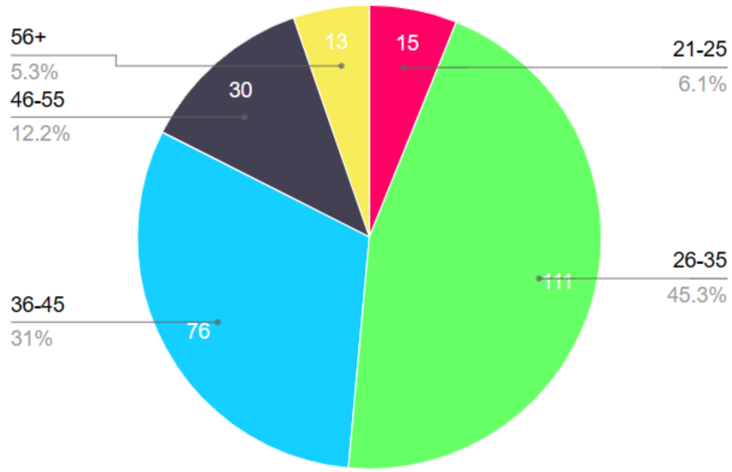

Figure 3.2: Histogram/Age

3.7.2 Gender

Gender was another significant control variable. In the public institution we collected data, the number of female employees was less than the number of male employees. This was also reflected to our data. It can clearly be seen that the number of male participants are more than the number of female participants.

Table 3.2: Frequency Table/Gender

Gender	Number	Percentage
Female	87	35.5
Male	156	64.5

This allocation is shown in table 3.2. The numbers and the percentages are also shown. The histogram of this allocation is in figure 3.3.

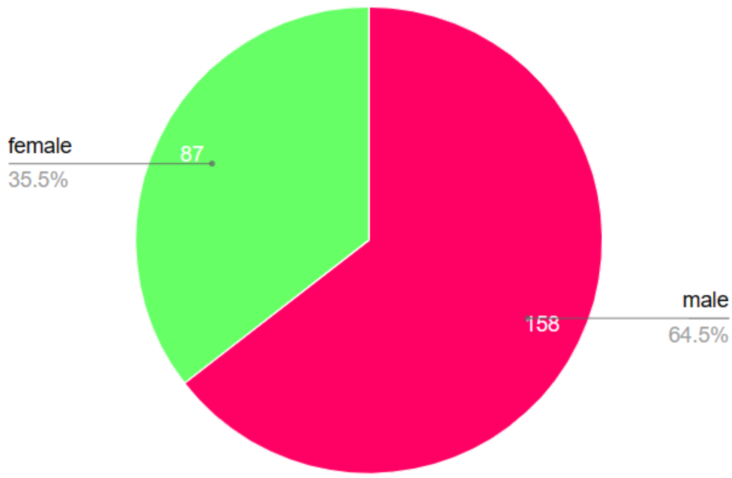

Figure 3.3: Histogram/Gender

3.7.3 Education

Education is a significant control variable for the public institutions in Iraq. It is preferred to hire employees with high education levels and it is also preferred to support the education process of the public employees. It is quite usual and common to see that the government providing funds for the employees who is improving himself with a better education. Especially the education process that is approved by the government due to high standards will be both supported with various funds and awards. Especially having a master's or PhD education in a foreign country is supported, if this is a unique chance of education.

The employees with a university level education are used at this part of study. However, the allocation of our participants according to their education level still seems to be various.

Table 3.3: Frequency Table/Education

Education	Number	Percentage
Vocational School	62	28.8
Bachelor's degree	140	65.1
Master's degree	5	2.3
Doctoral degree (PhD)	8	3.7

The allocation of the educational levels of the participants are in table 3.3. The histogram of this allocation is figure 3.4. The participants with a bachelor's degree has the highest share among the other groups.

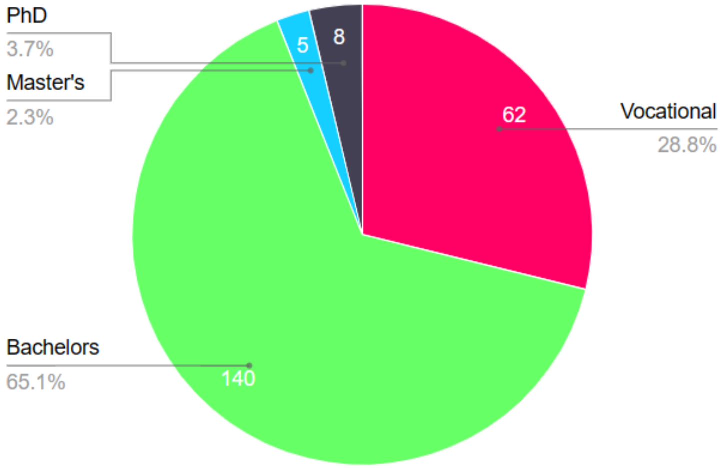

Figure 3.4: Histogram/Education

3.7.4 Tenure

Tenure is diversified as job tenure and organizational tenure. This may cause a confusion or some deviation from the point we try to reach. Because it is difficult to decide the experience level of the employees only by using one of these two kinds of tenure. On the other hand, we can only use one of these two tenures. We cannot integrate them or use both of them to combine the results. However, it is not necessary in the public industry.

There is an age limit in the public institutions. They prefer to have young employees to increase their experiences in time and get a better performance from them when they are getting older. Hiring younger individuals also provide an advantage of training them with a proper education process that will also be beneficial for the public institutions in the long-term. This policy is not only supported to increase the performance of such institutions, but also for the improvement of education and wealth of the nation.

It is already known that everywhere around the world, public institutions hire young people, they do not hire the individuals who are above a certain age. Thus, the public employees usually do not have too much job tenure and their organizational tenure shows their experience. The deviation between job tenure and organizational tenure is very low, therefore public employees provide better results regarding tenure.

Table 3.4: Frequency Table/Tenure

Experience	Number	Percentage
Less than 5 years	75	30.6
5-10 years	56	23.7
More than 10 years	112	45.7

The experience of the employees in directorate of education (Kirkuk) is shown in this table 3.4. Their experience regarding their jobs or regarding different organizations are now shown. Undoubtedly, different organizations have different systems and policies. It is also possible to see the bylaws getting deviated. Therefore organizational tenure is significant as the surveyed constructs reflect the attitude of the employees toward the organizations they currently work in.

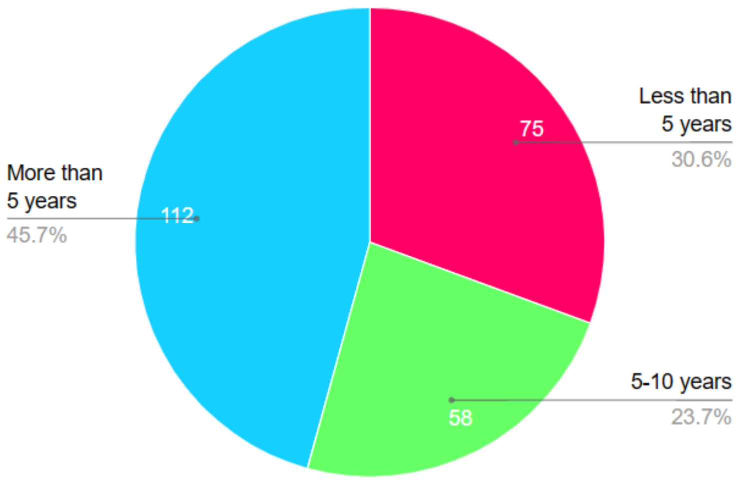

Figure 3.5: Histogram/Tenure

The histogram of the tenure allocation is in figure 3.5. The number of the most experienced employees is the lowest. We can also say that the highest number belongs to the middle group. But we can also say that in 5 years, the number of the most experienced in time.employees can be the highest, even though some employees taking place in this groups retire

There are various advantages regarding tenure when it comes to the public employees. For example, the public employees cannot quit. If they quit, they cannot be a public employee again. Therefore, the organizational tenure they have is usually about only one organization.

Age might be a limitation in the performance of many organizations. It is also the same in some publis institutions. But when it comes to education, the situation is totally different. The employees are improved in time and their performance is also improved in the education industry. It is easy to expect the employees whose tenure is the highest to have a higher performance. Because the number of the limitations for an older person is very few in the education industry, and the advantages of a growing experience is much more compared to these limitations.

4. ANALYSIS OF THE DATA

The planned analysis techniques were carried out during the analysis process. The validity was tested at first. The way the participants perceive the questions is important. If the questions are not perceived correctly, this could decrease the validity of the study. The factor analysis is necessary to check the validity at the first step. Before factor analysis KMO test should be carried out to see whether the data is sutaible for a factor analysis.

The factor analysis shows whether the participants could distinguish the concepts or they got confused. Their answers to the questions can be grouped quantitatively and this is accepted as a prof of how they perceived the questions. Some questions may be misunderstood and they may could not measure the aimed variable. In such a situation, such questions should be removed from the analysis process to get more clear results and remove the negative effects of a confusion. These questions decrease the validity of the study. Reason for such a misunderstanding might be the scale that is used by the researcher, the perception of the participants, or they method of interviewing used by the researcher.

The validity analysis is not the only process carried out before checking the relationship. The reliability analysis is also necessary. We used Cronbach Alpha tecnique to measure the reliability of the answers and their allocation.

The scores are observed by using arithmetic mean, and standard deviation. These values are computed for every question and for the overall score of the variables. The outlier analysis was also carried out as there might be some participants with a totally different cognitive structure or a different intention.

4.1. Reliability Test, Mean, and Standard Deviation

Reliability is about the measurement and the results of this measurement process. In our study, it is about the perception of the participants. If the participants can understand the items of the questions without any confusion and they can distinguish the variables that are being measured together with the dimensions, the reliability will be high. There might be some questions affecting the reliability negatively and removing these questions may increase the reliability.

Cronbach Alpha is a common reliability test that is used in organizational behavior studies. We also used Cronbach Alpha test. It provided a Cronbach Alpha value. There are some ranges for this value and these ranges show the strength of reliability. The Cronbach Alpha value for each variable and construct is shown in table.

Table 4.1: Relibility Statistics for Organizational Identification

Cronbach's Alpha	Not Items
0.891	6

We should also observe the contribution of each question to this reliability coefficient. We can prepare another table by using "scale if item deleted" option. This table is shown in table 4.2 It was not necessary to remove any of the items to increase the reliability of this construct.

Table 4.2: Item Total Statistics/Organizational Identification

Item	Scale mean if item deleted	Scale Variance if item deleted	Corrected item total correlation	Cronbach's Alpha if item deleted
OI1	30.1087	50.334	.650	.844
OI2	30.7203	50.857	.675	.833
OI3	30.8154	51.051	.682	.842
OI4	30.9270	50.265	.644	.838
OI5	31.0274	51.733	.701	.846
OI6	31.1682	51.404	.695	.835

The same control can be done for the other construct and its subscales. The table 4.3 shows the reliability coefficient for affective commitment. The 8 items are added into this analysis.

Table 4.3: Reliability Statistics for Affective Commitment

Cronbach's Alpha	Not Items
0.862	8

The scale if item statistics can also be checked for affective commitment as shown in table 4.4. The last column shows the improvement or deterioretion of Cronbach's Alpha if we delete the item. Deleting the item can make the Cronbach's

Alpha better in some questions, but we do not need to delete any of the questions. Because we have a satisfying Cronbach's Alpha value.

Table 4.4: Item Total Statistics/Affective Commitment

Item	Scale mean if item deleted	Scale Variance if item deleted	Corrected item total correlation	Cronbach's Alpha if item deleted
AC1	30.0210	50.202	.668	.864
AC2	30.3487	50.678	.682	.843
AC3	30.7804	51.102	.689	.851
AC4	31.2047	50.454	.674	.830
AC5	31.4087	51.544	.698	.848
AC6	31.5406	51.302	.694	.832
AC7	30.0276	50.128	.619	.892
AC8	31.2649	51.256	.621	.834

The reliability analysis is also computed for normative commitment. All 8 items are used for this reliability analysis. The Cronbach's Alpha is shown in table 4.5. This value seems to be satisfactory. It is over the thresholds that proves the data is reliable (Hair et al., 2006).

Table 4.5: Relibility Statistics for Normative Commitment

Cronbach's Alpha	Not Items
0.872	8

Table 4.6 shows the possibilities if the item is deleted for normative commitment. The number of the questions that can improve the Cronbach's Alpha value when removed is very limited. In other words, deleting an item would not help to improve the reliability value.

Table 4.6: Item Total Statistics/Normative Commitment

Item	Scale mean if item deleted	Scale Variance if item deleted	Corrected item total correlation	Cronbach's Alpha if item deleted
NC1	30.3541	50.174	.662	.874
NC2	30.3678	50.544	.668	.854
NC3	30.9501	51.454	.675	.866
NC4	31.6450	50.832	.672	.849
NC5	31.8047	51.684	.679	.854
NC6	31.8844	51.292	.672	.877
NC7	30.2750	50.234	.655	.847
NC8	31.2944	51.233	.673	.812

Table 4.7 is for the continuous commitment. The reliability analysis result shows that Cronbach Alpha value is over the threshold.

Table 4.7: Relibility Statistics for Continuous Commitment

Cronbach's Alpha	Not Items
0.898	8

Table 4.8 is for the continuous commitment. There is only one question that can improve the Cronbach's Alpha value when removed. All the other questions do not have any ability to develop this coefficient when removed.

Table 4.8: Item Total Statistics/Continuous Commitment

Item	Scale mean if item deleted	Scale Variance if item deleted	Corrected item total correlation	Cronbach's Alpha if item deleted
CC1	31.1540	51.581	.667	.874
CC2	31.4541	50.202	.655	.883
CC3	30.6887	51.306	.675	.879
CC4	31.8320	50.960	.661	.891
CC5	30.2022	51.483	.666	.897
CC6	30.4208	50.545	.659	.892
CC7	31.2238	51.872	.647	.867
CC8	30.1988	50.229	.662	.843

Table 4.8 showed that removing any questions regarding continuous commitment is not necessary, because removing any of them cannot increase the Cronbach Alpha values. After the reliability analysis, it was decided to keep all the questions. No question was removed from any constructs.

The participants scored the constructs in a range that is between 1 and 5 as the 5-point Likert Scale was used. 1 stand for “I totally disagree” and 5 stands for “I totally agree”. 3 means being “neutral”. These scores are for each question and there is an aggregate (total) value for each question. The score for each question is found by dividing this aggregate total by the number of participants. However, we need an overall score for each construct. The overall score is usually shown with the arithmetic mean that is found by getting the sum of all the aggregate values for each question and dividing this total by the number of questions. The mean is found for each construct and it is found for each dimension. The mean of the constructs and the dimensions are also included in the table.

The mean of the questions and the constructs will be determined. The deviation from the mean will be different for each question and some of the will not be deviating. The overall deviation from the mean is known as the "standard deviation". The standard deviation is also computed for each variable and each construct. The standard deviation can be very high and when it is very high, it is a sign of possible outliers. Outliers affect the statistical significance of the analysis negatively and they can hardly represent the group. The computed standard deviation was not very high and these values are shown in table. The outlier test was also carried out and no outlier was detected.

Table 4.9 shows the mean and the standard deviations of the constructs. The mean is computed according to the scores given in the Likert scale ranging from 1 to 5. Standard deviation is the scattered allocation far from the mean.

Table 4.9: Standard Deviations of the Constructs

Construct	Mean	Standard Deviation	Not Items
Organizational Identification	2.87	1.02	6
Affective Commitment	3.01	0.98	8
Normative Commitment	2.22	0.77	8
Continuance Commitment	2.17	0.92	8

4.2. KMO and Factor Analysis

The KMO test is used to see whether the data is suitable for a factor analysis. The results of this analysis showed that the data can be used for factor analysis (Hair et al., 2006). According to these results, the factor analysis took place.

The factor analysis showed the allocation of the questions to the variables and their dimensions. The value given during the factor analysis was checked. The values that are under a certain limit can be accepted as a sign to remove those questions to get more significant results.

Table 4.10: KMO Scores and Factor Analysis

	Dimension (O.C.)			O.I.
	1	2	3	
AC1	.645			
AC2	.756			
AC3	.792			

Table 4.10: (Cont.) KMO Scores and Factor Analysis

	Dimension (O.C.)			O.I.
AC4	.783			
AC5	.652			
AC6	.620			
AC7	.632			
NC1		.762		
NC2		.757		
NC3		.782		
AC8	.657			
NC4		.659		
NC5		.875		
NC6		.857		
NC7		.758		
NC8		.712		
CC1			.648	
CC2			.872	
CC3			.776	
CC4			.762	
CC5			.772	
CC6			.682	
CC7			.726	
CC8			.797	
OI1				.872
OI2				.897
OI3				.836
OI4				.619
OI5				.835
OI6				.736

The factor analysis was carried out and the values for each question was over the limit that was 0.6 (Hair et al., 2006). Thus, it was not necessary to remove any questions. The participants could distinguish the constructs and their dimensions. They were not confused. Factor analysis showed that the data was ready for other analyses.

Factor analysis results are in table 4.10. The allocation of the questions to the constructs and dimensions are shown. The factor analysis value of each question is also shown. The distinction is obvious. The participants could distinguish the variables.

4.3. Normality Tests

The kurtosis and skewness of the data is important. Because the data may have deviation, and a deceptive allocation. The reliability and validity of the data is affected by the skewness and kurtosis of the data. Because they are accepted as signs regarding the ability of a data to represent the whole. If only a certain or biased part of a group is interviewed, it will provide deceptive results to use such a data. Normality tests are useful to avoid such negative results.

The skewness and kurtosis shows the normality of the allocation. They both should be between -3 and +3 (Hair et al., 2006). George and Mallery (2010) prefers this range to be between -2 and +2. The skewness and kurtosis of our data is inside this range.

4.4. Pearson Correlation Coefficients

The variables are correlated to each other, but the extent of this relationship varies. Moreover, the quantitative structure of this correlation may vary. Pearson Correlation Analysis is useful to analyse the structure of a correlation between two variables. It shows whether this relationship is significant in the context of quantitative analysis.

Table 4.11: Pearson Correlation Analysis Results

		1	2	3	4
1	CC	1			
2	NC	0.241(**)	1		
3	AC	0.167(**)	0.198(**)	1	
4	OI	0.123(*)	0.187(**)	0.282(**)	1

**: Significance, .01 level
*: Significance, .05 level
CC: Continuous commitment
NC: Normative commitment
AC: Affective commitment
OI: Organizational identification

Table 4.11 showed the Pearson analysis results. The results are not more than. 7, they are even significantly lower. Consequently, the multicollinearity doesn't exist. Continuous commitment does not have a significant correlation with the other constructs. Normative commitment is correlated with affective commitment and organizational identification at the significance level of .05. Affective commitment is correlated with organizational identification at the level of .01 significance.

4.5. ANOVA Tests and Tukey Tests

The control variables may have an effect on the results. Sometimes, a small part of these variables may affect the results. For example, dementia may affect the results and there might be a deviation in the group which consists of the oldest individuals. In such a situation, age may not be a significant moderating variable for the mentioned relationship, however, it is stil an effective variable on this relationship. ANOVA test is useful to determine the specific effects of such control variables by checking the scores for the subgroups regarding that control variables.

Tukey test is used to check the results of ANOVA analysis. This test confirms the results of ANOVA test. It also elaborated the results of ANOVA test and provides more detail regarding the groups. It is necessary to use Tukey test together with ANOVA test.

The ANOVA tests and Tukey tests were applied to the data. It was found that the control variables have on impact on the variables. In other words, no significant effect of any group inside the control variables were detected.

4.6. Regression Analysis

The effect of organizational identification on organizational commitment was measured by correlation analysis. The power of this effect was determined and the direction of this relationship was revealed. But this relationship can be observed in more detail. The formula of this effect can be derived as an equation. The aim of the regression is computing the regular structure of this effect with an equation. We used linear regression to derive the equation.

Table 4.12: Regression Correlation Analysis Results

Independent Variable	Dependent Variable	R	Df	R^2	*F*	*Sig*
Organizational Identification	Affective Commitment	0.282	244	0.795	64.387	0.000
Organizational Identification	Normative Commitment	0.187	244	0.350	74.128	0.000
Organizational Identification	Continuous Commitment	0.123	244	0.151	81.918	0.024

Table 4.12 showed the regression analysis results. Continuous commitment could explain the organizational identification at a rate of 15.1%, normative commitment could explain it at a rate of 35.5%, and lastly affective commitment could explain it at a rate of 79.5%. The significance of the results are .01 level and .05 level. The assumption of the linear regression depends on that the remaining percentage is explained by some other factors.

This research found a distinctive impact of organizational identification on organizational commitment. This distinctive impact cannot be underestimated as there is not other construct that can affect organizational commitment like organizational identification. Because, all the other constructs mostly can affect only affective commitment, very few of them can affect normative commitment, and there is no variable that can affect these two subscales of organizational commitment at the same time except organizational identification. This unique characteristic makes organizational commitment a suitable construct to study with organizational commitment. The importance of organizational commitment cannot be underestimated as there are various studies focusing on organizational commitment. This number is stil increasing as the researchers are aware of the importance of organizational commitment in the literature and in the business world for both managers and scholars.

4.7. Overall Evaluation of the Results

The findings mentioned above are unique enough to build a theoretical and scientific base for this study. The background of this study supported the research model we constructed. The whole structure is supported with the model we built.

We tested 4 hypotheses in this study. The hypothesis test process is explained in detail. We can decide whether our hypotheses were accepted or rejected according to the results we obtained.

The results of our hypothesis tests are shown in table 4.13 The significance levels are also demonstrated. First three hypotheses were supported with a significance level of .01 and the last one was supported with a significance level of .05.

Table 4.13: Hypothesis Test Results

Hypothesis	Results	Significance level
H1	Accepted	0.1
H1a	Accepted	0.1
H1b	Accepted	0.1
H1c	Accepted	0.5

The first hypothesis included the overall scores of organizational identification and organizational commitment. The last three hypothesis were tested by using the dimensions of organizational commitment as the outcome of the hypothesis test that was carried out during the process.

5. DISCUSSION AND CONCLUSION

5.1. Discussion and Review

The policies and strategies can carry a company to a different level. The developed organizations can make a difference and create value to attract the customers. This is how the brand equity is formed. A brand cannot gain value without employees who accept themselves as a part of the company. The maximum level of being a part of a company is not distinguishing the company and himself/herself. This is called organizational identification.

The ties formed by organizational identification are not easy to cut, because the employees are connected to the organization intrinsically. Their feelings keep their mind thinking and make their body moving for their company. This can be a trait of an employee or it can be a result of the attitudes and management techniques of the supervisors. Organizational identification is not defined as a personality trait nor a job attitude. But it is continuous just like the job attitudes. Thus, its impact on a job attitude is significant.

The job attitudes provide consistency and the managers can see the predictable attitudes of the employees. These predictable behaviors are continuous and the continuous and regular behaviors are called attitude. Attitudes have a casuality. Thus, they are the most important constructs in the organizational behavior literature and there are numberless researches about job attitudes. Even the number of the systematic reviews including job attitudes cannot be underestimated. The systematic review pointed that organizational commitment is one of the most important job attitudes among the others. The discussions about the most important one focused on job satisfaction, organizational commitment, and turnover intention. The structure of this study required organizational commitment and it was used. It became the outcome of this study and it was surveyed together with its dimensions.

This reasonable structure of the job attitudes makes them more unbreakable. To make their policies and visions more accurate the managers focus on the job attitudes. They can re-build their organizational policies or their management techniques by monitoring the job attitudes of the employees. This characteristics of the job attitudes makes them guiding components for the supervisors while making decisions about the organizations. The organizations focusing on the most suitable job attitude for them can be the ones making differences with a more superior organization focusing on its aims.

Organization is the tool for the managers to reach a target. The targets may look accessible but they can never be reached without an organization. The organization should move together towards the targets, but making this cannot always be possible. The successful managers make it possible under the difficult circumstances. To be able to do that, they observe the job attitudes, they follow organizational behavior studies, and they find the organizational behavior construct that is necessary for them. When they can see the whole organizational structure and understand him, they can decide which organizational construct will be the most useful one for them. Job attitudes are mong these constructs as the leading ones and organizational identification also has distinctive characteristics such as being continuous.

The organizational behavior studies are mostly shaped according to the needs and concerns of the managers. This discipline is connected to the business world. It is also the backbone of the business world as organizations shape the business world and there is not business world without organizations.

Some leaders have a high intelligence and natural skills to manage the other employees. But the most professional leaders are aware of that a deviation is always possible and they cannot impact the employees are some certain points and under some certain circumstances. Only their knowledge can open them new doors and carry them to a higher level together with their organizations. The main item that can be used for success in the business world is more knowledge, and knowledge about the organizations can never be underestimated. Because it is sometimes the driving wheel that can help the managers to change the direction of the employees to move to a different direction.

This study took an improved perspective compared to some other studies. The obvious characteristics of organizational identification and organizational commitment were not related, but this study could provide such a relationship and prove it with the findings. The assumptions supported by the previous studies were confirmed with the analysis results.

The findings of this study was constructive and it could show different point of views to the scholars. Our claims were supported by our findings and we tried to show that organizational identification has an effect on normative commitment. The scholars can take these findings into account for their future studies.

The public industry and a public perspective was also taken in this study. We also contributed the public industry field. The findings of this study are also significant for the nonprofit organizations. The management of such organizations require the findings of this study together with the management discipline of the public organizations.

This study used ANOVA analysis to check the effect of various control variables. Kokubun (2017) studied organizational commitment and suggested that region is a significant factor affecting organizational commitment. As we did not have any variable regarding the region among our control variables we could not test the effect of region.

Applebaum (2008) claimed that work environmental factors affect organizational commitment. The results of this study showed that if the work environment changes, the results of our study might have changed. As we did not change the structure of the work environment, we could easily avoid this limitation.

The findings of this study is in line with the previous studies that did not use the same constructs. For example, previous studies showed that there is a strong relationship between staying in the organization and organizational commitment (Lu et al., 2002; McCaughey et al., 2013). Staying in the organization is exactly accepting the organization to a certain level as the employees accept the organization when they have organizational identification.

McCaughey et al. (2013) also showed that employees take more risk to contribute to their organization when they have higher organizational commitment, but they could not explain the reasons for it. We elucidated the reasons by linking and associating organizational commitment with organizational identification.

Zhang and Feng (2011) suggested that the relationship between organizational commitment and the other variables might be different in the public organizations. This study was conducted in the public industry and it compared its results to some other studies. We also conducted our research in the public industry, but our research model is rarely used in any other studies. Consequently, we could make such a comparison and we have seen that the effect of organizational identification on organizational commitment was weaker in such a study (Zhang et al., 2018).

Some researches used organizational commitment as an overall value (Chang et al., 2010; Zhang et al., 2018) and some others used the subscales of organizational commitment (Chang et al., 2007). We used this construct in both ways.

5.2. Conclusion

The research model of this study was designed by the author. This research model was proved by the previous studies. The analysis results also confirmed the research model of this study.

The author managed the data collection process accordingly. The questionnaire was prepared carefully. Consequently, the collected data had no reliability and validity issues.

The results showed that the collected data was normally distributed. The skewness and kurtosis levels were satisfying. They were in the acceptable range that was offered and we could use the data.

The reliability levels were also satisfying. They were not over 0.9 and it means that they were not “excellent”, but they were still in the range of 0.80-0.89 which means that they are “good” (Hari et al., 2006).

KMO analysis results showed that the data was ready for factor analysis. The factor analysis results suggested that it was not necessary to remove any of the items belonging to any scales. The allocation according to the constructs and the dimensions were successful.

The constructs of this research were expected to have a positive and direct relationship. This kind of relationships may have the multicollinearity problem. This situation can easily be detected by high correlation values. When we have high correlation values, we need to use the multicollinearity tests.

The correlations coefficients received during the Pearson correlation analysis process showed no sign of multicollinearity. Therefore it was not necessary to use the multicollinearity tests. The Pearson correlation analysis also showed that the constructs were correlated to each other significantly. The analysis process clearly showed that this significance was at the level of .01 and .05.

The Pearson Correlation analysis did not confirm the predictor and outcome of this study. It was confirmed by the regression process. The regression analysis confirmed the research model of the study. Organizational identification is a significant predictor of organizational commitment at the level of .01 significance. The significant effect of organizational identification on the dimensions of organizational identification was also detected. The significance of this effect on affective commitment and normative commitment was .01. The impact of organizational identification on continuous commitment was statistically significant at the level of .05.

This research found a distinctive impact of organizational identification on organizational commitment. This distinctive impact cannot be underestimated as there is not other construct that can affect organizational commitment like organizational identification. Because, all the other constructs mostly can affect only affective commitment, very few of them can affect normative commitment, and there is no variable that can affect these two subscales of organizational commitment at the same time except organizational identification. This unique characteristic makes organizational commitment a suitable construct to study with organizational commitment. The importance of organizational commitment cannot be underestimated as there are various studies focusing on organizational commitment. This number is still increasing as the researchers are aware of the importance of organizational commitment in the literature and in the business world for both managers and scholars.

The findings mentioned above are unique enough to build a theoretical and scientific base for this study. The background of this study supported the research model we constructed. The whole structure is supported with the model we built.

5.3. Managerial Implications

Managers need to keep an eye on the structure of the organizations. They should manage the incidents and they must prevent the formation of informal organizations. The way of managing an organization depends on the manager. Each manager has a different style. The leadership styles usually determine their attitudes. But whatever the leadership style of a manager matters to a certain extent when there are certain objectives of an organization. The leaders should focus on effectiveness. Effectiveness is the success of reaching the determined goals.

The efforts to reach the determined targets might be various, but only the coordinated efforts can be successful. A manager cannot reach a goal randomly. Even if they do, they cannot do it on a continuous manner. They need to refresh their methods to reach the goals as the goals will also be updated. Even the goals remain the same, the conditions will be changing. The employees might be changing, the external environment might be changing, and the changing conditions will also change the success of the old techniques used by the managers.

The coordinated efforts should be shaped and structured to reach the goals declared by an organization. This is called "policy". The managers determine an organizational policy to keep a system running. The system might be evolved to reach the new targets by using some organizational policies.

The use of organizational policies are various. First, they affect the point of views of the employees. The employees perceive the organizational structure by checking the organizational policies. They also perceive what is expected from them and what they should do in a work environment. Every employee has a different personality and they may perceive something different from the same work environment. Therefore, organizational policies are necessary and they lead to employees to think in a certain way. They also express what is expected from them clearly.

Organizational policies try to shape the attitudes and behaviors of the employees. One may think like they are already determined by the bylaws of a company. But we must say that only a very little employees are aware of the bylaws. The organizational policies put emphasis on the bylaws.

The main aim of an organiational policy is increasing the performance of an organization. Performance management is an important responsibility of the managers. They have to monitor their subordinates and the historical data to find new ways to improve the performance of the employees. Any increase on the performance of the employees will also contribute to the overall performance of the organization. Organizational behaviors should be monitored to improve the performance. A successful monitoring will be helping the managers to determine which construct should be observed and focused.

There is another certain aim of the organizational policies that is correcting the flaws and getting rid of the flawed processes. Labor is included in these processes. Therefore the organizational behavior and the constructs of organizational behavior are involved. They are usually job attitudes like job satisfaction, organizational commitment, job embeddedness, intent to leave, or work engagement. We must also mention that the best way to affect these variables is focusing on the other variables impacting them. In other words, predictors are important. The job attitudes have some predictors and each one has a different impact on them as the power of their effects vary. Thus, the strongest ones become important and the managers should focus on such predictors among the others. Another reason for doing so is the possibility of a conflicting structure among the predictors. When a manager choose a couple of predictors, they should focus on their structure. Because if they conflict, they cannot be used in the same organizational policy. One of them would be constructive and the other one might be destructive. It is also possible to see both of them to be destructive for each other. In other words, they can remove the impact of each other. Hence, they will not be impacting the aimed job attitude significantly and the organizational policy will be useless.

There are various meta-analysis studies listing the antecedents of organizational commitment. They cannot be useful for the managers who try to determine an organizational policy that should impact organizational commitment. Because they do not include information regarding the constructs that have a potential to conflict as it is difficult to determine such constructs. The best solution to this dilemma is choosing a dominant construct among the others. Deciding the most dominant one depends on its ability to affect all the dimensions of a construct. To the best of our knowledge, there is no construct that can affect all the dimensions of organizational commitment. But we can say that there is a unique construct that can affect two dimensions of organizational commitment: Organizational identification.

The variables taking place in an organizational policy might be various. But the best organizational policies focus only one variable to affect the aimed job attitude as we just mentioned. For example, a manager may try to decrease intent to leave. It is better for that manager to estimate the variable that has the strongest effect in that work environment. This can be job insecurity. Many examples have shown that this is a significant predictor of intent to leave in various work environments. In such a situation, the organizational policies of the managers will focus on job insecurity. The organizational policies decreasing job insecurity will also be decreasing intent to leave automatically. The aforementioned organizational policies cannot focus on intent to leave directly, because this job attitude is a result of various variables affecting it. It is not possible to decrease it directly.

Organizational commitment is also a job attitude and it also has various predictors. In different work environments, the factors impacting organizational commitment will be changing. The best managers will focus on the most suitable factors affecting organizational commitment in their organization to determine the best organizational policy that fits their work environment. Such an organizational policy should not ignore the requirements and expectations of the employees working in that work environment. The variables should be chosen according to the power of their impact on organizational commitment.

As we have mentioned earlier, organizational identification can predict organizational commitment significantly. When the managers decide that it is necessary and organizational commitment should be increased, they will look for the reasons for a low commitment. These reasons will be connected to some other organizational variables. The lack of organizational identification can be a strong reason, and if it is so, it should be the focus of organizational policies.

The managers keep searching for the reasons decreasing organizational commitment. However, it is also possible to have a lack of reasons causing low organizational commitment. In such a situation, organizational identification can be taken into account. Such an organizational policy will contribute to the increase of organizational commitment.

The findings of this study is useful for the managers obviously. Especially the managers who determine policies aiming to increase organizational commitment will find the results of this study suitable to improve their policies.

5.4. Social Implications

The society and its members may work in an organization as an employee. The employee who are aware of the relationship suggested by this study will also be aware of how they can increase their organizational commitment. Especially the employees who can increase their performance with a higher organizational commitment can focus on their organizational identification. They can also directly focus on the right organization which can increase their organizational identification and their organizational commitment.

Performance management is also important for the society, because it will increase the output of the organizations. Managers can increase the performance of the employees by observing and changing the organizational behaviors and attitudes. This will increase the efficiency. More efficiency will contribute to the society.

The findings of this study are significant for the employees working in Iraq and in nearby countries. The employees embracing their job will obviously be committed to their organization and they tend to feel their bonds between themselves and the company.

5.5. Academic Implications

Organizational identification is a significant concern for the scholars. But the number of studies surveying this construct is limited. Because this variable includes plenty of ambiguity. Especially the relationship between the organizational identification and organizational commitment is studied rarely. This study revealed the significance of this relationship. Thus, future studies can use this relationship and improve new research models by taking it into account.

Organizational commitment is an important construct for the scholars studying organizational behavior. The importance of organizational identification can also not be underestimated. Their relationship is revealed and the predictor is determined. This finding is at a level that can lead new studies as more awareness about these constructs were provided with this study.

The findings of this study can also be used in the field of public business administration. This field needs to be improved. Our study has the protential to contribute to this improvement.

5.6. Limitations

This study has a couple of limitations. We collected data from a public institution. Hence, the results of this study cannot be generalized. Even though they look like they can be generalized, it is necessary to repeat this study in some other organizations. Because previous studies found that industry can be a moderating variable for the relationships between the predictors of organizational commitment and organizational identification.

The data was collected only from Iraq. The findings cannot also be accepted on an international level. Kirkuk may represent Iraq, but a data collected from Iraq may not represent some other countries. It was also suggested by previous studies that a relationship between a construct and organizational commitment might get affected by the country or the region. The power of the effect may vary from a country to the other.

5.7. Recommendations for Future Studies

We did not focus only to the public industry. The findings of this study can also be generalized. The future studies can collect data from a private organization. If the results were similar, this would contribute to both this study and the new study as the results would be generalized. The scholars can also conduct a research in different countries. This would bring an international comparison perspective to the studied topic.

Future studies can also add more variables into the research model of this study. The mediating variables and the moderating variables of this relationship can be discovered. A new research model may include our model.

5.8. Practical Implementations

This study has a contributing perspective to the daily work life. Especially the managers working in Iraq can use the findings of this study. The suggested results are also useful for the employees working in Iraq as they are accurate for this country. Nevertheless, the employees working in a public organization in a different country can also practice and observe the findings of this study in their workplace environment.

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APPENDICES

Appendix-1:Questıonnaıre

(EFFECT OF ORGANIZATIONAL IDENTIFICATION ON ORGANIZATIONAL COMMITMENT AT GENERAL DIRECTORATE OF KIRKUK EDUCATION)

Dear............... respondent

Greetings..

I am a student at Istanbul Gedik University to complete my master's degree.

My study is concerned with the topic: "Effect of organizational identification on organizational commitment at General Directorate of Kirkuk Education,,

Therefore, I request your kind assistance in completing the attached questionnaire. All answers to this questionnaire will remain confidential.

In particular, the answers will be analyses, interpreted and used for academic purposes only. Please feel free to contact the researcher if you have any questions.

Thank you for your cooperation

Researcher. Mohammed Khalaf HUSSEİN

Supervisor. Dr. Ahmet ERKASAP

First : Personal Information

Please tick the correct answer

1. Gender:

Male ☐ Female ☐

2. The Age :

Year 21 -25 ☐ Year 26 -35 ☐ Year 36 -45 ☐

Year 46 -55 ☐ Year 56 -65 ☐

3. Qualification:

Diploma: ☐ Bachelor's ☐ Master' s ☐ PHD ☐

4. Years of Experience:

Less than five years ☐ Five to ten years ☐ More than 10 years ☐

Second: Organizational identification

The following is a list that includes statements that were formulated for the purpose of measuring the level of organizational identification in the General Directorate of Kirkuk Education

Please indicate your level of agreement with the following statements by placing a mark (√) next to your level of agreement.

Statement No	Statement	Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
1	When someone criticizes (name of organization), it feels like a personal insult.					
2	I am very interested in what others think about (name of organization)					
3	When I talk about this organization I usually say 'we' rather than 'they.					
4	This organization's successes are my successes.					
5	When someone praises this organization, it feels like a personal compliment.					
6	If a story in the media criticized the organization, I would feel embarrassed.					

Third: Organizational commitment:

The following is a list that includes statements that were formulated for the purpose of measuring the level of organizational commitment in the General Directorate of Kirkuk Education

Please indicate your level of agreement with the following statements by placing a mark (√) next to your level of agreement.

1. Affective Commitment

Statement No	Statement	Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
1	I would be very happy to spend the rest of my career with this organization.					
2	I enjoy discussing my organization with people outside it.					
3	I really feel as if this organization's problems are my own.					
4	I think that I could easily become as attached to another organization as I am to this one.					
5	I do not feel like 'part of the family' at my organization.					
6	I do not feel 'emotionally attached' to this organization.					
7	This organization has a great deal of personal meaning to me.					
8	I do not feel a strong sense of belonging to my organization.					

2. Continuance Commitment:

Statement No	Statement	Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
9	I am not afraid of what might happen if I quit my job without having another one lined up.					
10	It would be very hard for me to leave my organization right now, even if I wanted to.					
11	Too much in my life would be disrupted if I decided I wanted to leave my organization now.					
12	It wouldn't be too costly for me to leave my organization now.					
13	Right now, staying with my organization is a matter of necessity as much as desire.					
14	I feel that I have too few options to this consider leaving organization.					
15	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.					
16	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice, another organization may not match the overall benefits I have here.					

3.Normative Commitment:

Statement No	Statement	Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
17	I think that people these days move from company to company too often.					
18	I do not believe that a person must always be loyal to his or her organization.					
19	Jumping from organization to organization does not seem at all unethical to me.					
20	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.					
21	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.					
22	I was taught to believe in the value of remaining loyal to one organization.					
23	Things were better in the days when people stayed with one organization for most of their careers.					
24	I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.					

RESUME

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EDUCATION:

- Diploma In Materials Management From Northern Technical University In Mosul
- Bachelor BA from Kirkuk University
- MBA from Istanbul Gedik University

COURSES:

- General English from Istanbul Gedik University
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