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A decadal review of organizational identification: insights from bibliometric analysis and content analysis

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In the face of global competition, it is imperative to conduct research on organizational identification in order to maximize employee commitment and organizational loyalty. Understanding how employees identify with their organizations can lead to improved productivity and retention rates. Organizational identification (OI) refers to an individual's cognitive and affective connection to an organization. It exerts a significant impact on employee attitudes, behaviors, and job performance. It indicates an employee's emotional bond, connectivity, and recognition with their company. This study aims to examine the impact of OI using bibliometric analysis and a literature review. Despite the topic's wide use and coverage, the literature lacks quantitative data for bibliographic element analysis, making this study unique. This research fills that knowledge gap. We selected 227 research publications from the ABDC's 2022 Quality Journals list, with A*, A, and B category journals for 2013 and 2022. The research methodologies employed encompassed trend analysis, scientific mapping, bibliographic coupling, co-occurrence analysis, and so on. Also, this study provides in-depth thematic analysis, content analysis, and a theoretical framework that contributes to the originality of the research. Our research findings offer bibliographic insights that enhance the study of literature. The study found that top journals are more interested in this topic. "Journal of Business Ethics" is very productive, whereas "Academy of Management Journal" holds the most influence. The study also highlights research gaps through quantitative and qualitative research. The study concluded by proposing further investigation and examining the consequences of its findings.

Introduction

An intriguing phenomenon known as OI emerges in the intricate world of companies, where systems and humans are interdependent. A firm and its employees share a profound emotional bond. Aligning one's sense of self-worth with the organization's objectives and goals is the essence of identification, which involves both cognitive and emotional components. The tapestry symbolizes a blend of respect and status, as employees reap the rewards of their company's renown for social responsibility.

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Evolution of OI. Based on Kelman's (1958) theoretical foundations, identification is defined as a relationship-specific, self-defining reaction. Individuals who want to create or preserve a meaningful relationship with another person or group find their acceptance of influence motivated. Brown (1969) then proved that the organization has the capacity to shape an individual's views in a certain way. OI refers to the feeling of being a part of an organization, interpreting its accomplishments as personal triumphs and its setbacks as personal setbacks (Mael and Ashforth, 1992). Individuals who strongly identify with an organization assess their affiliation and often exhibit characteristics aligned with the organization's values. According to Dutton et al. (1994), to what extent does a member describe themselves based on the same traits that they believe constitute the organization? Then Edwards (2005) discovered that identification is the process of connecting cognitive and emotional factors. Since Lee et al. (2015) link organizational and psychological identities, they further positioned OI as a fundamental idea for comprehending individual attitudes and actions. Therefore, fostering positive outcomes for individuals and companies hinges on understanding these emotional and cognitive aspects. Furthermore, Blader et al. (2017) emphasized that when employees feel valued and appreciated, they are more inclined to put their best effort into their jobs, thereby creating an inclusive and positive environment. These circumstances enhance OI, subsequently leading to improved individual and organizational outcomes (Jiang, 2024). As a result, they become even more invested in their work (Hadi et al. 2023).

Consequently, Farooq et al. (2017) suggest that OI is the key to employee engagement, the engine that propels organizational citizenship behavior (OCB), and the catalyst for heightened innovation and productivity. Additionally, the organization's level of appreciation and support impacts employees' credibility, subsequently influencing their performance (Le and Lei, 2019). Also, perceived organizational support (POS) promotes positive attitudes and reduces stress in the workplace (Stamper, 2003). When employees feel supported by their organization, it leads to an increase in behaviors that go beyond their assigned roles (Lam et al. 2016). Strong OI correlates with loyalty, commitment, and willingness to support transformations (Abdullah et al. 2017), as well as performance (Kazmi and Javaid, 2022). Liu et al. (2021b) further provided support for the idea that OI has the potential to foster employee innovation. Moreover, strategic corporate social responsibility (CSR) is crucial in cultivating positive attitudes and behaviors, which in turn stimulate significant levels of innovation. Abdullah et al. (2017) argued that CSR serves as a strategic approach to augmenting employee engagement through OI. Thus, the conduct and attitude of employees primarily determine the organization's success.

Exploring the dark side of OI and its consequences. The differential considerations of OI mark a multifaceted nature, moving from positive associations of organizational commitment to negative, sometimes obsessive, forms of identification. Personal factors would include narcissism, low self-esteem, fear of failure, perfectionism, and workaholicism; contextual influences would be competitive or cult-like cultures, controlling leadership styles, and external pressures such as market fluctuations, uncertainty, and public scrutiny. These factors contribute to the emergence of dark sides of OI, where identification becomes obsessive and leads to adverse consequences such as burnout and unethical behavior (Conroy et al. 2017). By supporting the idea that such actions were ethically acceptable, OI makes the promotion of some immoral behaviors even worse. This becomes significant not only in the context of employee affiliation but also in relation to the

psychological contract—the implicit expectations that exist between the employee and the organization. It is the psychological contract that can determine whether the OI results in unhealthy identification with organizational goals or descends into damaging overidentification. There is a pressing need to explore OI from multilateral perspectives and consider the possible impacts of both individual and contextual factors on its development and implications (Jahanzeb et al. 2024).

Rationale behind the study. Despite the topic's widespread use and coverage, the authors identified a research gap: the lack of quantitative analysis of bibliographic elements and content analysis. Bibliometric analysis is a powerful tool that synthesizes and summarizes the literature (Donthu et al. 2021). Thus, we use a bibliometric analysis and an in-depth literature evaluation to assess the growth and importance of OI over the past decade. Between 2013 and 2022, the economic crisis, pandemic, and inflation have put term identification in the spotlight for better understanding. Additionally, the findings of this study will benefit people-oriented organizations by providing a conceptual map that enhances understanding of the cognitive and affective elements that influence OI, leading to an effective output. Therefore, this study aims to address the following research questions by offering insights into the impact of OI through the use of bibliographic elements and comprehensive content analysis.

- RQ1. What are the emerging tendencies in OI research?
- RQ2. In the body of knowledge, what are the most influential and productive sources?
- RQ3. What are the most impactful articles in the OI research area?
- RQ4. What are the most productive contributors, countries, and affiliations?
- RQ5. What conceptual advancements have been made in OI research based on thematic clusters?
- RQ6. What are the most frequently used keywords in OI research?
- RQ7. What are the theories and statistical techniques used in the corpus?
- RQ8. What are the positive and negative impacts of OI on individuals and organizations?
- RQ9. What future research opportunities exist in the field of OI?

Literature review

OI has garnered significant attention in recent scholarly literature, with researchers exploring the various facets and implications of this important concept. This concept has significant implications for employee attitudes, behaviors, and organizational performance. This review aims to provide an overview of recent literature, focusing on the theoretical developments and findings in the field of OI. OI has a theoretical basis provided by social identity theory (SIT) and organizational identity theory. The social identity theory developed by Turner et al. (1979) holds that the community to which one belongs has some influence on one's sense of self. When Ashforth and Mael (1989) extended this idea to organizational settings, they proposed that employees feel a sense of belonging to their employer, much as they do to other social groups.

Weisman et al. (2023) identified four major components that influence OI: "organizational characteristics," "interpersonal interactions," "managerial policies and practices," and "personal attributes." Based on a review of 394 studies, these factors enable OI by encouraging employees to engage intellectually and emotionally with the organization. This link promotes their personal growth, distinguishes them from others, and aligns them with the organization's

basic values. Positive interpersonal interactions, such as feeling appreciated and valued by the organization, also help to enhance OI. Managerial support, particularly when it fulfills the psychological contract between employees and employers, also has a substantial impact on OI. Finally, personal characteristics such as affinity and conscientiousness are required for individuals to participate in creative organizational activities. A plethora of research confirms that organizational characteristics like brand image (Kashyap and Chaudhary, 2019), pride, reputation, prestige (Farooq et al. 2017; De Roeck et al. 2016), and perceived CSR make employees want to connect emotionally with the company. This helps them grow as people, makes them stand out from others, shows off their positive qualities (like morality and virtue), and helps them keep a stable sense of who they are. External CSR attributes have a significant impact on the prestige of the organization, while employee volunteerism and welfare programs significantly boost the perception of respect within the organization, resulting in a stronger OI (de Roeck et al. 2014). Also, consistency in CSR activities in favorable situations is important for maintaining employee cohesiveness and attractiveness (De Roeck et al. 2016). Conversely, Peng et al. (2020) argued that rather than organizational prestige, personal prestige increases the OI. Therefore, the research indicates that the distinctive attributes of organizations are the primary catalysts for OI.

In an organizational setting, social interchange practices can give rise to OI. He et al. (2014a) demonstrated that employees' POS and exchange ideology are key moderating factors that affect OI. OI's cognitive component is strongly predicted by how one perceives the values that support the organization. Simply put, when people feel more connected to the organization and its principles—like participation, cooperation, and consideration—they are more likely to adhere to those ideals. Similarly, the success of human resource management policies, if applied consistently and fairly, influences OI outcomes (Zagenczyk et al. 2021). However, perceived injustice in management practices can lead to a loss of OI and disengagement from work participation, cooperation, and consideration—they are more likely to adhere to those ideals (De Clercq et al. 2021).

Another critical shaping factor in OI is leadership, which enhances morale and reduces resistance to change (Wang et al. 2017). Demirtas et al. (2017) discovered that ethical leadership makes workers feel valued, which promotes engagement and loyalty. This leadership promotes employee honesty, justice, and respect. Workplace pride and belonging are more prevalent among valued and respected employees. In the context of developmental leadership, Zhang and Chen (2013) argued that leaders can contribute to employees' OI when their developmental orientation aligns with the organization's mission and values. This can boost subordinates' self-esteem and collective identity. Self-sacrificing leaders prioritize the collective over their own interests, thereby enhancing subordinate behavior, particularly autonomous command. This leader's action reinforces employees' affiliation with the organization, showing that leadership style may greatly impact staff sentiment (Li et al. 2016). Transformational leaders also foster OI by emphasizing value alignment, encouraging social identification in work units, and connecting followers' self-concept to the organization's mission. Prioritizing company goals over personal ones fosters employee belonging. Furthermore, Allen et al. (2017) observed that charismatic transformational leaders have the capacity to inspire their followers to adopt the organization's shared values. According to Mao et al. (2023), authentic leaders, or a certain type of leadership, were responsible for developing resilience. Positive emotions from leaders develop employees' psychological safety (Liu et al. 2021a). When employees feel secure enough to express their thoughts and opinions, it leads to increased production and morale (Frazier et al. 2017). High degrees of individualism and a

supportive psychological environment improve a strong understanding of OI, while the individuation template promotes interpersonal interaction (Kim, 2020). Therefore, leaders, managers, and human resource professionals support employee initiative behaviors that drive OI (Kaltiainen et al. 2022). As a result, the literature supports the notion that a leadership style encourages employees to be creative through OI practice.

Leader communication (Sun et al. 2021), work commitment, and motivation (Suthatorn and Charoensukmongkol, 2023) all suffer during times of crisis. Extensive organizational and leader support (Suthatorn and Charoensukmongkol, 2023) and high-quality change communication (Sun et al. 2021) restore OI, which in turn reduces turnover intentions (Zhou and He, 2023; Avanzi et al. 2015). Furthermore, Shagirbasha et al.'s (2023) research indicates that OI reduces workplace isolation and work-family conflict. Organizational support values tend to greatly influence both cognitive and affective OI processes, generating a stronger sense of belonging and commitment among employees.

In addition to this, literature has linked OI to employee outcomes. At the individual level, OI fosters employee engagement, motivation, and commitment (Meyer and Allen, 1991). Multiple studies have investigated the relationship between OI and employee engagement, emphasizing its importance in understanding employee welfare and achieving organizational goals. The emphasis on employee engagement has become critical in the realm of organizations because it has a direct influence on both individual and organizational results. Engagement represents a state of heightened psychological well-being and commitment toward an organization, characterized by vigor, dedication, and absorption (Schaufeli and Bakker, 2004). Engaged employees experience greater job satisfaction, reduced burnout, and enhanced performance, ultimately contributing to organizational success. Studies suggest that OI significantly boosts employee engagement, particularly among female employees (Arshad et al. 2023), and that OI contributes to higher levels of work performance and reduced turnover intentions (Lee et al. 2023). For instance, Chen et al. (2023) investigated the impact of OI on work engagement in the context of mergers and acquisitions, highlighting its importance during organizational transitions. Therefore, strong OI contributes to higher levels of engagement, which in turn positively affects job performance, reduces turnover intention, and enhances overall employee well-being. However, future research should address potential moderators, such as organizational culture, leadership styles, and boundary conditions, to provide a comprehensive understanding of this relationship.

At the organizational level, strong OI creates a sense of collective identity, fostering a culture of shared responsibility and belonging. This collective identity translates into better organizational performance, as employees are more aligned with the organization's goals. However, it is important to note that high levels of OI can also have negative consequences. Over-identification with the organization may cause employees to overinvest in work roles, neglecting personal and non-work roles, which could lead to unethical behavior (Conroy et al. 2017). To support this, Vadera and Pratt (2013) created a typology of workplace crimes that relates over-identification and over-disidentification to "pro-organizational, anti-organizational, and non-aligned organizational behavior." High OI, however, may either facilitate change or provoke resistance, making it a potential threat that leaders must be mindful of during periods of transition (Naumtseva, 2019).

Lastly, this extensive range of emotions, encompassing both positive and negative, can emerge in an employee when they experience a profound sense of connection to the firm. OI efforts can lead to both favorable and unfavorable consequences for firms (Rotondi Jr, 1975). Hence, it is crucial to understand the individual and situational factors that contribute to the emergence of nuanced OI (Conroy et al. 2017). To acquire a better

Table 1 OI vs. organizational identity.		
Aspect	OI	Organizational identity
Focus	Individuals' association with the organization	Characteristics and traits defining the organization
Level of analysis	Individual level (employees and members)	Organizational level (entire organization)
Key aspects	Psychological attachment, loyalty, commitment	Self-concept, collective identity, strategic positioning
Contributions	Enhances employee engagement and retention	Defines organizational strategy and cohesion
	Supports change management	Aids in navigating environmental changes
	Improves organizational performance	Unifies stakeholders around common goals

Source: Author's own creation.

understanding of this, the authors have created a theoretical map (Fig. 7) based on the affective and cognitive OI perceptions (Karanika-Murray et al. 2015) of employees regarding an organization's capability, its respective behavioral influence, and its outcomes.

Research method

Search strategy. Based on a preliminary search with relevant document support, the authors chose the keyword “organizational identification.” This study employs the term organizational identification, not organizational identity. Because organizational identity refers to the collective, long-term features and attributes that define an organization, such as its culture, values, and mission (Freeman and Koçak, 2023). On the other hand, OI refers to an employee’s psychological link and sense of identification with their organization, which reflects their alignment with the organization’s goals and objectives. In essence, organizational identity refers to “who we are” as an organization and “what we do,” whereas OI refers to “how employees connect” with the organization or “how much they’ relate to who they are.” Therefore, research on OI is crucial since it directly affects employee behavior, engagement, and retention, building a devoted and motivated workforce. Hence, this paper aims to study the impact of OI on both individuals and organizations. Table 1 provides the finest explanation of these two ideas.

Data collection. Data was acquired in April 2023 using the Scopus database. Scopus, a widely used global citation database, provides a comprehensive collection of abstracts and citations from reputable sources in academic literature (Groff et al. 2020). The vast compilation of journal coverage encompasses the global distribution of nations and the creation of research. This will result in well-known studies receiving coverage (Singh et al. 2021). We conducted a data search using the specified keywords and selected the “Article Title Only” option to locate pertinent and focused research papers. In order to depict contemporary ideas and viewpoints on OI, we selected the study’s timeframe as 2013–2022. We specifically limited the publishing category to just include “Articles and Reviews.” The selection of papers in the A*, A, and B categories for publication in English was based on the criterion of “most influential” (Spasojevic et al. 2018). The authors selected the source categories of “Business, Management, and Accounting,” “Social Sciences,” “Psychology,” “Arts and Humanities,” and “Journal” since this study focuses on organizations, employee behavior, and identification. After eliminating inaccurate and redundant items, the study corpus currently consists of 227 documents.

Research methods and data analysis. We conducted a literature review using the “Preferred Reporting Items for Systematic Reviews and Meta-Analyses” (PRISMA) criteria to address the research questions and meet the specified objectives (Page et al. 2021). The PRISMA framework helps in bibliometric analysis

by organizing research synthesis, ensuring transparency and systematic review quality, and thus promoting evaluation (Thaker et al. 2024). Figure 1 depicts the criteria used to get a clear understanding of the study through PRISMA. The study selected A*, A, and B category papers from the 2022 ABDC (Australian Business Deans Council) list of quality journals. When looking at large datasets, bibliometric analysis is usually the go-to technique. The add-ons make it easier to understand visual content (Donthu et al. 2021). We performed a comprehensive literature review to investigate the theories, methods, and procedures employed in the corpus, in addition to the bibliometric analysis. According to McBurney and Novak (2002), bibliometric studies evaluate publication trends by means of quantitative and statistical analysis. Bibliometric analysis endeavors to determine the worldwide ranking of universities and institutions (Ellegaard and Wallin, 2015), citation, co-citation, and bibliographic coupling (Donthu et al. 2021). Also, it helps in analyzing and visualizing citation patterns (Amiri et al. 2023). Our study used Vos viewer and R programming software packages to analyze the corpus.

Figure 2 is a structural diagram of the paper that the authors created to aid readers in understanding how the research questions were addressed; it depicts the tools, analysis, and research techniques that were used to generate the study findings. This paper will motivate readers and academics by providing a deeper understanding of developing OI trends, guiding future research, and emphasizing which topics are becoming more prominent in OI. It would also assist them in identifying key sources, which is a critical step in understanding the origins of basic and innovative research as well as directing scholars toward influential literature. Knowing the most cited and important papers helps academics and professionals appreciate the foundational works influencing their field of study. Addressing the most successful countries, authors, and affiliations also helps highlight the global nature of OI research and the key players in the field, fostering international cooperation and pointing out areas of excellence. It also assists academics and professionals in identifying thematic trends, allowing us to monitor how OI has evolved conceptually and ensure that research continues to push new ground. Moreover, the qualitative analysis helps the scholars to identify which themes are central to current OI discourse and offers a snapshot of the field’s focal points. Finally, reviewing the theories and methods sheds light on the study of OI and identifies the most effective approaches to propel future research (Amiri et al. 2023).

Findings and discussions

Quantitative bibliographic element analysis

Performance analysis (emerging tendencies in OI research). In Fig. 3, we can observe the publishing trajectory of OI for the past ten years. The zigzag line represents the fluctuations in this domain, where OI plays a pivotal role. Due to its growing importance, it

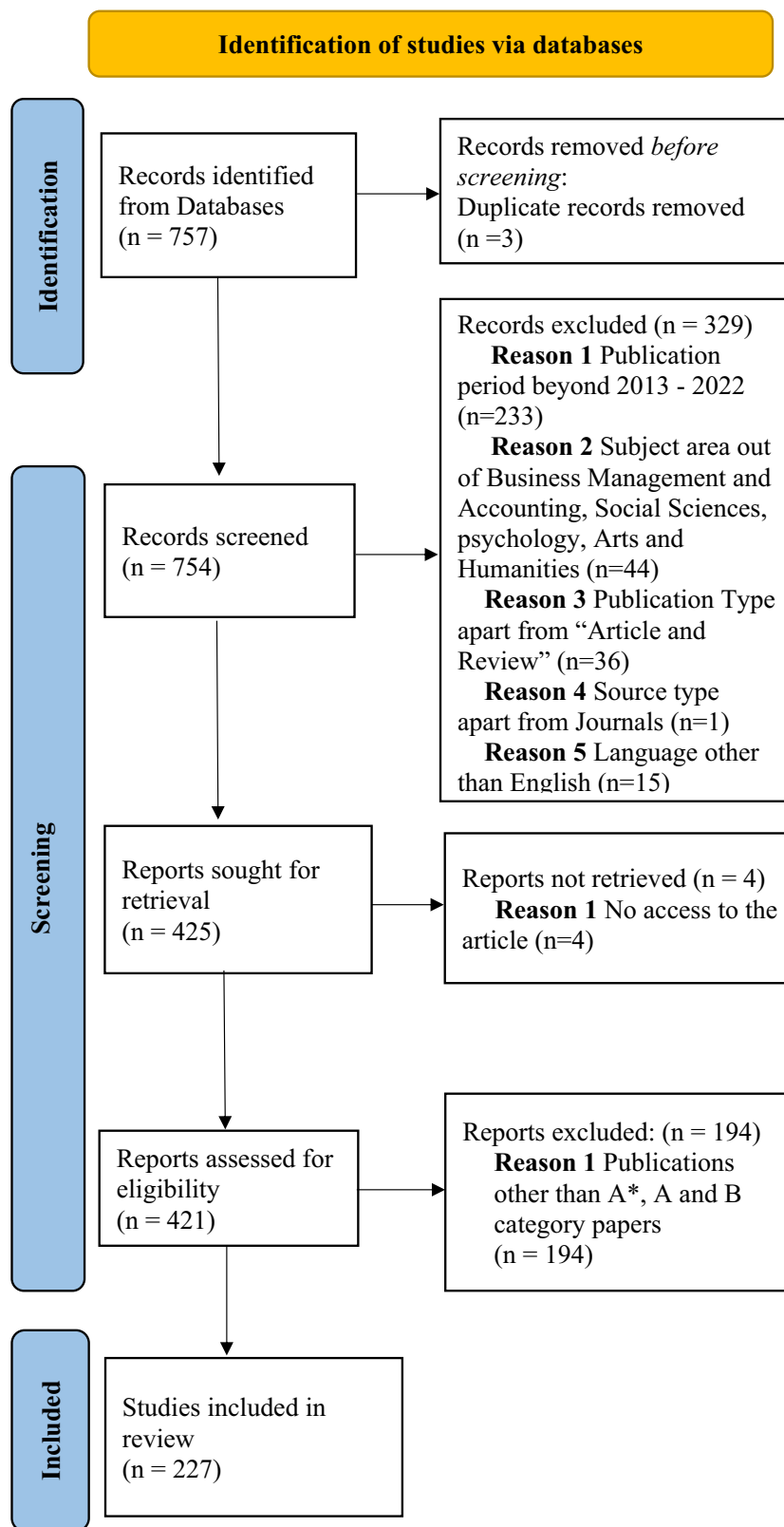


Fig. 1 PRISMA—it describes the inclusion and exclusion criteria. Author creation.

peaked in 2020 and then again in 2022. Research in the A*, A, and B categories has shown a clear trend toward a greater focus on academic attentiveness. Problems with COVID-19-related logistics and data collection might lead to a decline in publishing rates in 2021*. These works focused on trust, perceived

organizational fairness, intentions to leave, contentment with organization performance, leadership in times of crisis, and unproductive work practices. Publications reached their highest point in 2022 after adjusting to the new normal, demonstrating the significance of OI research. In response to RQ1, the trend line

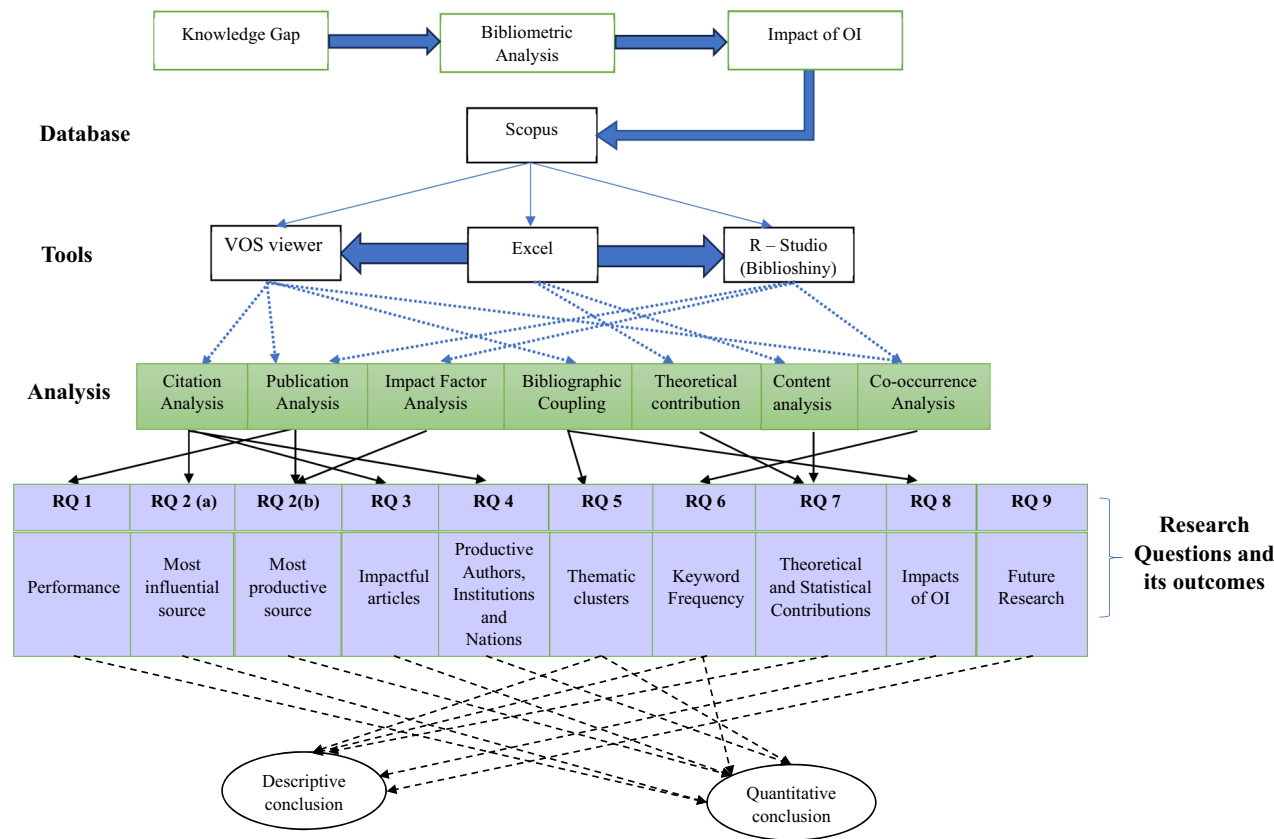


Fig. 2 Structural map—analytical methods and results. Author Creation.

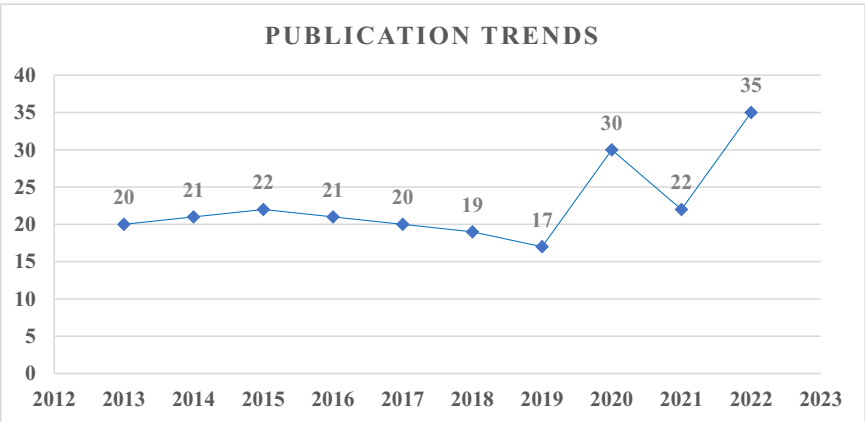


Fig. 3 Figure describes the publication trend in organizational identification. Scopus. *Note: We carefully checked the dates of receipt, acceptance, and publication. This illustrates that the works published in 2020 were received by journals in 2017, 2018, 2019, and 2020. This suggests that the COVID problem caused a decrease in OI research, which led to a decline in 2021 but not in 2020.

indicates a notable increase in this field of study, providing future scholars with ample opportunities to explore a variety of psychosocial elements such as psychological safety, social identity, work-life balance, resilience, workplace justice, and cognitive dissonance.

Top sources for OI

Table 2 presents the top 10 OI sources based on total citations. “Academy of Management Journal” is among the most influential journals, with 788 citations and six publications. With 651 citations and 10 publications, “Journal of Business Ethics” is the

second most influential and productive journal. In addition, 2013–15 is considered the most productive year of the decade. Further, the top two journals prioritize empirical research and conceptual advances. Five of the six papers are from the United States, but the “Journal of Business Ethics” includes global papers. Additionally, the top journal covers CSR, OI, and disidentification, while the latter highlights leadership styles and ethics. It demonstrates that the top journals are prioritizing the impact of factors such as trust, leadership, and organizational support on OI. Therefore, further investigation is required to ascertain the degree to which a range of organizational factors, as anticipated

by the employees, will shape the OI of workers and the consequent impact. In some ways, the current study has developed a model that contributes to the existing context.

Productive sources for OI

Table 3 displays the impact score of renowned OI journals based on their publication count. Donthu et al. (2021) assert that combining citations and publications offers a comprehensive and subtle understanding of research performance. “*Journal of Business Ethics*” ranks first with 10 articles, accounting for 4.4% of the total. “*Human Relations*,” with nine articles (about 4% of the total), is the second most significant source contributing to this review. Subsequently, both “*Personnel Review*” and “*International Journal of Human Resource Management*” provide a comparable contribution of 8 articles each, accounting for around 3.5% of the entire corpus. Additionally, the prominent scholarly “*springer*” publication’s “*Journal of Business Ethics*” places significant emphasis on OI as an influencing variable in investigating its impact on unethical and unproductive behaviors. Alternatively, the “*Human Relations*” journals used OI to facilitate the identification of relationships between variables such as performance and behaviors. This emphasizes how important it is to examine the negative aspects of OI, which we must also consider in this rapidly advancing period. Lastly, by measuring the number of citations received, the *h*-index, *g*-index, and *m*-index serve as metrics to estimate the influence and effect of an individual’s work. Notably, these top 10 journals publish around 31% of the entire corpus of research.

Table 2 Most influential source on OI based on total citation.

Source	TC	TP	2013-15	2016-18	2019-22
Acad. Manage. J.	788	6	2	3	1
J. Bus. Ethics	651	10	5	2	3
J. Appl. Psychol.	437	5		4	1
Int. J. Hum. Resour. Manage.	433	8	3	3	2
J. Organ. Behav.	419	7	1	3	3
Psychological Bulletin	272	1	1		
J. Vocat. Behav.	257	2	1	1	
Hum. Relat.	244	9	1	3	5
Group Organ. Manage.	234	4	4		
J. Manage. Stud.	219	3	1	1	1

TC total citations, TP total publications.

Most impactful OI articles

Table 4 lists the most notable OI-related publications. Farooq et al. (2017) authored the most influential article with 296 citations, which investigated the relationship between CSR and employees’ loyalty, interpersonal assistance, and individual industry behavior. The authors studied the connection between CSR and employee loyalty, interpersonal assistance, and industry behavior. Two studies investigated the effects of internal and external CSR on OI. The first study recruited 408 participants from the fast-moving consumer goods sector in South Asia, while the second study recruited 415 participants from culturally distinct nations, specifically China and Pakistan. This widely cited evidence demonstrates that workers’ organizational perspectives and their own attitudes and behaviors improve OI. The second highly referenced paper authored by Lee et al. (2015) conducted a meta-analysis and argued that OI serves as the foundation for attitudes and behaviors within the company. Finally, all of the top articles used social identity theory in their research. As a result, RQ3 directs future researchers to effectively use diverse methodologies, such as longitudinal research, metadata analysis, and combined review methods, to investigate the psychological aspects of employees, thereby providing a broader scope in OI and increasing the number of citations.

Most productive Authors, Institutions, and Nations for OI

Table 5 displays the most influential OI authors, institutions, and nations. The most influential authors are De Roeck and Swaen, with 355 citations and two publications. He. H. has five research articles and 321 citations. With 8 research publications and 237 citations, Van Dick R. stands out as the most productive author. The top-cited institution is “Purdue University,” with 2 research publications and 316 citations; the second-cited institution is “Kedge Business School,” with 296 citations from 1 publication. The United States ranks first with 4131 citations from 95 research articles, while China comes in second with 1817 citations from 45 publications. In summary, De Roeck and Swaen’s top-cited research focuses exclusively on employee responses to CSR and its outcomes. Purdue University examined the relationship between OI, CSR, and CEO succession, publishing both studies in the “*Academy of Management Journal*.” The USA emphasized the key themes of work performance, CSR, and OCB. Nearly 79 of the 95 studies were empirical, while the rest were reviews, qualitative, theoretical, and conceptual. In line with the statement, the majority of the cited articles concentrated on integrating OI with CSR attributes.

Table 3 Productive Sources for OI.

Publisher	Source	NP	<i>h</i>	<i>g</i>	<i>m</i>
Springer	“ <i>Journal of Business Ethics</i> ”	10	10	10	0.91
SAGE	“ <i>Human Relations</i> ”	9	8	9	0.89
Taylor & Francis	“ <i>International Journal of Human Resource Management</i> ”	8	6	8	0.55
Emerald	“ <i>Personnel Review</i> ”	8	6	8	0.86
John Wiley	“ <i>Journal of Organizational Behavior</i> ”	7	6	7	0.55
Academy of Management	“ <i>Academy of Management Journal</i> ”	6	6	6	0.55
Emerald	“ <i>Leadership and Organization Development Journal</i> ”	6	5	6	0.5
American Psychological Association	“ <i>Journal of Applied Psychology</i> ”	5	5	5	0.63
Elsevier	“ <i>International Journal of Hospitality Management</i> ”	5	3	5	0.75
Cambridge core	“ <i>Journal of Management and Organization</i> ”	5	3	4	0.3

Tables 3 and 4 confirm the active engagement of leading journals in investigating OI across diverse disciplines. Thus, through RQ2, this study insists future scholars publish their significant papers in leading journals, thereby advancing both practical and theoretical perspectives in the field.

Table 4 Most impactful OI articles.

Author(s)	Title	TC
Farooq et al.(2017)	"The multiple pathways through which internal and external CSR influence OI and multifoci outcomes: The moderating role of cultural and social orientations"	296
Lee et al. (2015)	"Identifying OI as a basis for attitudes and behaviors: A meta-analytic review"	272
Glavas and Godwin (2013)	"Is the Perception of 'Goodness' Good Enough? Exploring the Relationship Between Perceived CSR and Employee OI"	216
de Roeck et al. (2014)	"Understanding employees' responses to CSR: Mediating roles of overall justice and OI"	188
Chen et al. (2016)	"Relaxing moral reasoning to win: How OI relates to unethical pro-organizational behavior"	183
Besharov (2014)	"The relational ecology of identification: How OI emerges when individuals hold divergent values"	173
De Roeck et al.(2016)	"Consistency Matters! How and When Does CSR Affect Employees' OI? "	167
Wang et al. (2017)	"Transformational leadership, adaptability, and job crafting: The moderating role of OI"	163
Wu et al. (2016)	"Why and when workplace ostracism inhibits OCB: An OI perspective"	160
Newman et al. (2016)	"The impact of socially responsible human resource management on employees' OCB: the mediating role of OI"	158

TC total citations.

Table 5 Productive Authors, Institutions and Nations in the area of OI.

TC	Author(s)	TP	TC	Institution	TP	TC	Country	TP
355	De roeck k.	2	316	Purdue University, US	2	4131	The USA	95
355	Swaen v.	2	296	Kedge Business School, France	1	1817	China	45
321	He h.	5	296	UCP Business School, Pakistan	1	1316	The UK	34
296	Farooq m.	1	272	Kaist College of Business, South Korea	1	854	France	10
296	Farooq o.	1	272	Owen Graduate School of Management, US	1	573	Belgium	9
296	Rupp d.e.	1	216	Mendoza College of Business, US	1	550	Australia	18
272	Koo b.	1	216	Champlain College, Division of Business, United States	1	535	Netherlands	14
272	Lee e.-s.	1	188	IÉSEG School of Management, France	1	446	Hong Kong	9
272	Park t.-y.	1	188	Louvain School Of Management, Belgium	1	441	Germany	16
270	Chen c.c.	2	188	Psychological Sciences Research Institute, Belgium	1	438	Pakistan	8
242	Loi r.	4	183	Department of Management and Global Business, US	1	392	South Korea	9
237	Van dick r.	8	183	Department of Management and Organizations, Shanghai Jiao Tong University, China	1	281	Canada	10
222	Ashforth b	4	173	ILR School, Cornell University, United States	1	243	Macau	5
218	Liu w.	3	167	IÉSEG School of Management, France	1	230	Italy	10
216	Glavas a.	1	167	University Of Vermont, US	1	210	Turkey	8
216	Godwin l.n.	1	167	Louvain School Of Management, Belgium	1	167	Taiwan	8
216	Marique g.	3	167	Université De Toulouse 1 Capitole, US	1	163	UAE	5
216	Stinglhamber f.	3	163	Eindhoven University of Technology, Netherlands	1	146	Georgia	1
206	Miao q.	2	163	Huazhong University of Science and Technology, China	1	141	Greece	3
206	Newman a.	2	160	D'amore-Mckim School of Business, US	1	113	India	10

TC total citations, TP total publications.

Topmost references for OI research

Table 6 lists the top references for OI research documents based on local and global citation counts. Global citation counts show the influence of a research paper across other domains, whereas local citation counts show the impact inside its own corpus. This makes it easier to understand the research's significance, find important works, evaluate quality, and make strategic decisions. Lee et al. (2015) authored the most cited paper, a review paper on OI as a postulate for behavior and attitudes, which received 65 local citations and 272 global citations. The local-to-global citation ratio is 23.90. This study proposes that OI helps organizations understand individual attitudes and behaviors using metadata. This clarifies that meta-analysis studies on OI help researchers discover correlations and patterns across several studies, strengthening reliability and validity. Integration of heterogeneous data provides greater insights into employee alignment and commitment to the company. Loi et al. (2014) authored the second most cited research document, garnering 20 local citations and 129 global citations. In addition, the ratio of local to global citations is 15.50. The study examined how OI and job

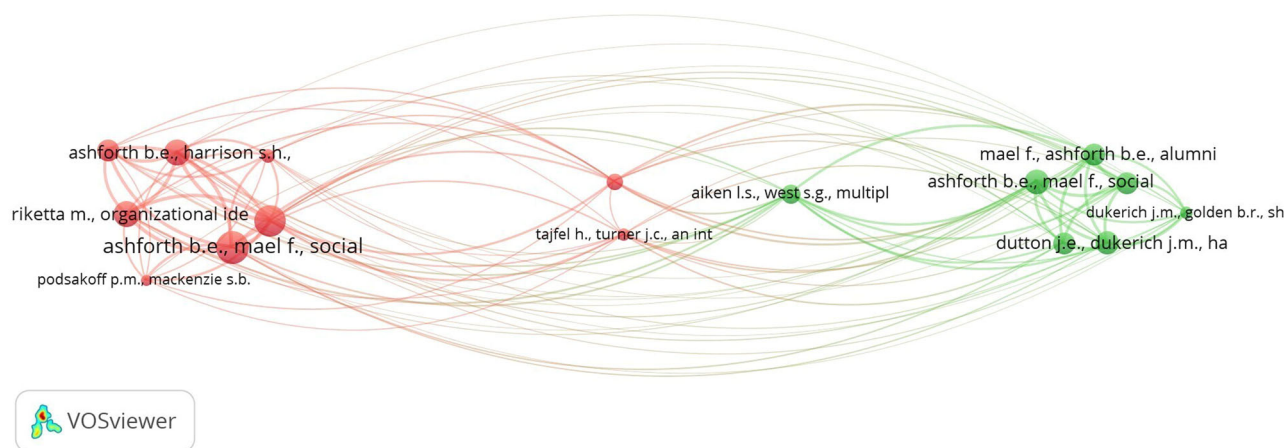
satisfaction influence leader-member exchange. The study found that a high-quality, job-satisfying superior-subordinate relationship fosters OI in employees. To promote leader-member exchange and employee OI, the report suggests organizations establish appropriate HR procedures.

Co-citation analysis of seminal publications on OI

Co-citation analysis is useful for identifying highly cited publications and is appropriate for deciphering the publication corpus and knowledge foundation (Donthu et al. 2021). Figure 4 represents the co-citation network references, using a criterion of 20 as the minimum number of citations for a cited reference from the review dataset. Interestingly, two nodes arrived with red and green shades. Ashforth and Riketta (Red Nodes) have the most cited work on OI. Authors Ashforth, Mael, and Dutton (green nodes) have highly cited papers on this predominant area of OI. Interestingly, the work "Social identity theory and organization" by Ashforth and Mael (1989), which deals with the theoretical development and extensions of identification, is a highly cited

Table 6 Topmost references for OI research.

LC	Author/Source	Title	GC	LC/GC ratio (%)	Normalized	
					LC	GC
65	Lee E-S (2015), Psychol. Bull.	"Identifying OI as a basis for attitudes and behaviors: A meta-analytic review"	272	23.90	11.65	5.98
20	Loi R (2014), J Occup Organ Psychol.	"Leader-member exchange, OI, and job satisfaction: A social identity perspective"	129	15.50	6.06	2.68
18	Farooq O (2017), Acad Manage J.	"The multiple pathways through which internal and external CSR influence OI and multifoci outcomes: The moderating role of cultural and social orientations"	296	6.08	5.42	7.36
18	Karanika-Murray M (2015), J Manage Psychol.	"OI, work engagement, and job satisfaction"	135	13.33	3.23	2.97
17	Glavas A (2013), J Bus Ethics.	"Is the Perception of 'Goodness' Good Enough? Exploring the Relationship Between Perceived CSR and Employee OI"	216	7.87	3.92	4.54
16	Conroy S (2017), J Organ Behav.	"Where there is light, there is dark: A review of the detrimental outcomes of high OI"	82	19.51	4.81	2.04
16	Blader SI (2017), Res Organ Behav.	"OI and workplace behavior: More than meets the eye"	45	35.56	4.81	1.12
12	Brammer S (2015), Group Organ Manage.	"CSR, Employee OI, and Creative Effort: The Moderating Impact of Corporate Ability"	148	8.11	2.15	3.25
12	Epitropaki O (2013), J Organ Behav.	"A multi-level investigation of psychological contract breach and OI through the lens of perceived organizational membership: Testing a moderated-mediated model"	110	10.91	2.77	2.31
11	Piccoli B (2017), Pers Rev.	"Job insecurity and performance: the mediating role of OI"	65	16.92	3.31	1.62

**Fig. 4** Co-citation analysis. VOSviewer.

reference in both nodes. This signals future scholars to explore the extensions of social identity theory, particularly in areas like socialization, intergroup relations, and role conflict.

Bibliographic coupling for the investigation of thematic clusters analysis

Table 7 displays the OI theme clusters developed through bibliographic coupling addressing RQ 5. The five themes are behavioral outcomes, employee behavior and performance, the role of identity, leadership and employee creativity, and CSR. In terms of OI, the cluster encompasses all relevant characteristics. The table below showcases the clusters containing the most significant articles. Subsequently, the author furnished a concise overview of each article included in the clusters. This cluster analysis extensively expresses the essence of the corpus author's views and will broaden the scope for future research on OI. Further, the current study developed a conceptual map (Fig. 7) based on the insights from the thematic clusters.

Cluster 1—Behavioral outcomes. It discusses the subject's behavioral outcomes, such as engagement, burnout, passion, OCB, and satisfaction, which provide valuable insights for improving workplace dynamics. Table 8 outlines the cluster analysis in detail.

Cluster 2—Employee behavior and performance. It explores "employee behavior and performance," which offers valuable insights into how alignment with organizational values can drive productivity and engagement. Table 9 outlines the cluster analysis in detail.

Cluster 3—The role of identity. Cluster 3 centers on the "Role of Identity" cluster, emphasizing the impact of employees' affinity for the organization's values and culture on their commitment and performance, offering insights into maintaining a cohesive and motivated workforce. Table 10 provides a detailed explanation of the theme.

Table 7 Thematic clusters through bibliographic coupling.

Theme	Author(s)	Title	TC
Behavioral outcomes	Karanika-Murray et al. (2015)	"OI, work engagement, and job satisfaction"	139
	He et al. (2014b)	"Procedural justice and employee engagement: Roles of OI and Moral Identity Centrality"	107
	De Clercq and Belausteguigoitia (2022)	"Political skill and OI: Preventing role ambiguity from hindering OCB"	98
	Astakhova and Porter(2015)	"Understanding the work passion-performance relationship: The mediating role of OI and moderating role of fit at work"	91
	Rim et al. (2016)	"Strategic partnerships with non-profits in corporate social responsibility (CSR): The mediating role of perceived altruism and OI"	86
Employee behavior and performance	Avanzi et al. (2015)	"Why does OI relate to reduced employee burnout? The mediating influence of social support and collective efficacy"	80
	Lee et al. (2015)	"Identifying OI as a basis for attitudes and behaviors: A meta-analytic review"	275
	Chen et al. (2016)	"Relaxing moral reasoning to win: How OI relates to unethical pro-organizational behavior"	186
	Wu et al. (2016)	"Why and when workplace ostracism inhibits organizational citizenship behaviors: An OI perspective"	162
	Zavyalova et al. (2016)	"Reputation as a benefit and a burden? How stakeholders' OI affects the role of reputation following a negative event"	151
	Loi et al. (2014)	"Leader-member exchange, OI, and job satisfaction: A social identity perspective"	131
	Galvin et al. (2015)	"Narcissistic OI: Seeing oneself as central to the organization's identity"	127
The role of Identity	Zhao et al. (2019)	"Leader-member exchange, OI, and knowledge hiding: The moderating role of relative leader-member exchange"	127
	Glavas and Godwin(2013)	"Is the Perception of 'Goodness' Good Enough? Exploring the Relationship Between Perceived Corporate Social Responsibility and Employee OI"	218
	Besharov (2014)	"The relational ecology of identification: How OI emerges when individuals hold divergent values"	175
	Schaubroeck et al.(2013)	"Developing trust with peers and leaders: Impacts on OI and performance during entry"	110
	Petriglieri (2015)	"Co-creating Relationship Repair: Pathways to Reconstructing Destabilized OI"	78
Leadership-employee creativity	Vadera and Pratt(2013)	"Love, hate, ambivalence, or indifference? A conceptual examination of workplace crimes and OI"	71
	Wang et al. (2017)	"Transformational leadership, adaptability, and job crafting: The moderating role of OI"	171
	Brammer et al. (2015)	"Corporate Social Responsibility, Employee OI, and Creative Effort: The Moderating Impact of Corporate Ability"	150
	Epitropaki (2013)	"A multi-level investigation of psychological contract breach and OI through the lens of perceived organizational membership: Testing a moderated-mediated model"	111
Perceived corporate social responsibility	Zhang and Chen (2013)	"Developmental leadership and organizational citizenship behavior: Mediating effects of self-determination, supervisor identification, and OI"	87
	Farooq et al. (2017)	"The multiple pathways through which internal and external corporate social responsibility influence OI and multifoci outcomes: The moderating role of cultural and social orientations"	304
	de Roeck et al. (2014)	"Understanding employees' responses to corporate social responsibility: Mediating roles of overall justice and OI"	188
	De Roeck et al. (2016)	"Consistency Matters! How and When Does Corporate Social Responsibility Affect Employees' OI?"	170

Cluster 4—Leadership-employee creativity. It includes research on leadership and employee creativity in relation to OI. This cluster reveals how effective leadership can foster a culture that enhances employee innovation and creative contributions. Table 11 provides a summary of the theme.

Cluster 5—Perceived corporate social responsibility. This includes reliable studies on perceived CSR. This provides insight into how ethical practices and social contributions strengthen employees' sense of belonging and commitment to their organization. Table 12 details the theme.

Co-occurrence analysis

Extending the foundations of the present review, we used systematic co-occurrence analysis to determine the most prevalent

dimensions in the dataset as well as the study area. Figure 5 shows the frequently occurring keywords in the corpus. For this co-occurrence analysis, we employed the author's keywords, which must have occurred at least four times. Consequently, 22 keywords out of 648 satisfy the minimum requirement. This co-occurrence analysis reveals that, from 2013 to 2022, the literature on OI focused on topics such as job satisfaction (Red Nodes). Similarly, we observed the highest utilization of identification and exchange theories (green nodes), employee perceptions of organizations (purple nodes), employer and employee beliefs (orange nodes), dyadic behavior (brown nodes), leadership (blue nodes), and the major connecting point of OI (yellow nodes). The sky-blue and pink nodes represented job insecurity and intentions to turnover. According to the frequency of their occurrence, job satisfaction and perceived organizational support (relating to OI) are the most often appearing terms in the corpus. The following is

Table 8 Thematic analysis of Cluster 1.

Sl. no.	Variables	Methodology	Findings	Suggestions
1	•OI •Work engagement •Job satisfaction	A cross-sectional study with a sample size of 327 employees from three different UK-based organizations	Work engagement dimensions mediate OI and job satisfaction.	To identify the factors that link identification, engagement, and satisfaction,
2	•Procedural Justice •OI •Moral identity centrality •Employee Engagement	Survey from a leading financial service organization. Performed structural equation modeling (M-PLUS 6.0) to test the hypothesis.	Using OI, procedural justice improves employee engagement.	To examine the impact of supervisor procedural justice on employee engagement
3	•Role Ambiguity •Political skill and OI •OCB	Quantitative research. Survey from 173 employees of a Mexican-based organization.	Role ambiguity inhibits employees' OCB. Two personal resources, political skill and OI, which promote employee engagement, can mitigate this.	To identify factors that stimulate voluntary work behaviors in organizations.
4	•Work Passion •OI •Performance •Fit perceptions	The sample consisted of 233 people from various Russian organizations.	OI creates a harmonious work passion for job performance, not an obsessive work passion.	Encourage longitudinal research.
5	•Prior corporate reputation, non-profit brand familiarity, and perceived fit •CSR outcomes, perceived altruism, and consumer-company identification	Used an experimental study with 2x2x2 between subjects' designs with a sample of 337 volunteers at South Eastern University.	Positive altruism and company consumer identification relatively mediate the CSR partnerships' supportive CSR outcomes.	Measuring in-depth consumer company identification with a real brand
6	•Social identification and OI •Student commitment, achievement, and satisfaction	437 undergraduate and postgraduate (business and management) students participated in a quantitative survey.	OI positively motivates the students' attitudes and behavior.	To investigate the outcomes of disidentification
7	•Systematic review	Reviewed 40 empirical papers.	High OI may lead to unethical conduct, poor performance, negative emotions, reduced well-being, change resistance, and interpersonal conflicts.	Considering personal and situational factors that contribute to negative outcomes
8	•OI •Social support and collective efficacy •Employee burnout	A sample of 192 high school teachers in Italy. Used statistical analysis to test the 2-step mediation model (social support and collective efficacy).	Burnout intentions negatively correlate with OI.	In the future, individual differences can be considered moderators.

a summary of the top three cited research works related to the aforementioned constructs.

Qualitative keyword co-occurrence analysis

Job satisfaction and OI. De Roeck et al. (2014) have investigated how CSR influences employee attitudes, specifically job satisfaction. The study found that initiatives toward CSR make employees perceive the features of organizations for themselves, which enhances their satisfaction level. Likewise, Karanika-Murray et al. (2015) have tested the relationship between OI and job satisfaction among employees of three UK organizations. According to the study, employees with strong identification have a high level of work engagement, which leads to job satisfaction. In addition, Loi et al. (2014) evaluated the level of job satisfaction based on leader-member exchange. Based on hierarchical regression analysis, the study identified that high-quality LMX increases employee identification with the organization, leading to greater job satisfaction. Additionally, all the aforementioned studies utilized social identity theory as a primary perspective. In summary, the study identifies OI as a crucial factor in enhancing job satisfaction. The potential gaps identified are that supervisor feedback and rating, as well as the generalizability of findings, are not arrived at due to the limited sample size.

Perceived organizational support and OI. Ngo et al. (2013) examined the antecedents ("perceived organizational support, procedural justice, and perceived job insecurity") and consequences ("affective organizational commitment, job satisfaction, and turnover intentions") of OI and discovered that the Chinese employees reported strong OI, which potentially correlates with the antecedents other than perceived job insecurity. To support this, Shen et al. (2014) demonstrated that POS has a significant impact on work-related behavior and attitudes. Beneficially, according to Kong (2016), POS is a stimulant factor for OI, but it does not directly impact their engagement in unethical behavior intended to benefit the organization. Psychological empowerment-based studies highlight the need for special attention to POS involvement through OI and identify the negative impact of POS on employee attitudes as a major gap.

Content analysis

Theoretical contributions in the corpus. Figure 6 depicts the different theories employed in the corpus. Nearly 50 documents in the corpus make extensive use of theories. The most common theory was "Social Identity Theory" (SIT). Group membership serves as the foundation for social identity, according to SIT. Positive social identity provides a propitious comparison between the in-group and the out-group (Brown, 2000). Then, nine

Table 9 Thematic analysis of Cluster 2.

Sl. no	Variables	Methodology	Findings	Suggestions
1	<ul style="list-style-type: none"> • OI • National Culture • Attitudes and Behavior 	Meta-analytic review of 86 papers.	Employee attitudes and behaviors significantly influence OI.	Causal directions between or among variables.
2	<ul style="list-style-type: none"> • OI • Moral disengagement • Unethical Pro-Organizational Behavior (UPB) 	Quantitative study; Three studies were conducted in the USA and China.	In the workplace, OI positively correlates with UPB.	Examining UPB with cultural differences.
3	<ul style="list-style-type: none"> • Workplace ostracism • OI • perceived job mobility • OCB 	Longitudinal 2-wave study in China	OI reduced OCB by ostracizing workers.	To examine identification with workplace aggression.
4	<ul style="list-style-type: none"> • OI • Organization's Reputation 	Exploratory investigation. A sample of 803 legislative references.	High reputation is a burden when there is low identification, but it is beneficial when there is high stakeholder identification.	When negative events occur, it is necessary to investigate constructs such as organizational culture and leadership reputation.
5	<ul style="list-style-type: none"> • Leader Member Exchange • OI • Job satisfaction • Job security 	306 South China employees participated in a two-phase data survey.	There is a positive correlation between LMX and job satisfaction through OI.	Test other boundary constructs such as job type or job tenure.
6	<ul style="list-style-type: none"> • Theoretical research 	Explored the "narcissistic OI" concept as a variant of OI.	A theoretical framework stating how the antecedents of conservative OI lead to narcissism.	Research on the extent to which narcissism is relevant to social collectives.
7	<ul style="list-style-type: none"> • Leader member exchange (LMX) • OI • Relative LMX • Knowledge hiding 	The study is a 3-stage longitudinal study with a time lag of 2 months.	Based on the personalization between the leader and their subordinates, knowledge-hiding behaviors will emerge.	To examine the impact of knowledge hiding on organizational outcomes.

Table 10 Thematic analysis of Cluster 3.

Sl. no	Variables	Methodology	Findings	Suggestions
1	<ul style="list-style-type: none"> • Perceived CSR • OI 	Proposed a model for understanding the relationship between perceived CSR and employee identification.	Postulated the alignment and misalignment of reality and perception on perceived CSR on OI.	To analyze the consequences of manipulation on OI
2	<ul style="list-style-type: none"> • Organizational values • Development of OI 	Study: Qualitative Approach Data collected through interviews and observations Technique: Purposive sampling Location: United States	Cross-cultural members' interactions are the major determination for identification or disidentification.	Impact of divergent values on organizational outcomes.
3	<ul style="list-style-type: none"> • Trust in leaders and peers • OI • Performance 	Longitudinal study. Cross-lagged structural equation analysis was employed.	OI and performance lagged behind the effects of affect-based trust.	To explore socialization in the task context.
4	<ul style="list-style-type: none"> • Case study (This article discusses the experiences of British Petroleum executives during and after the Gulf oil spill) 	Qualitative study. Constant comparison methods and axial coding	The incident destabilized the executives' OI and produced ambivalence about the role of identity. Organizational opportunity allows for the repair of damaged relationships.	Linking process, and ambivalence to which OI is repaired or broken.
5	<ul style="list-style-type: none"> • Conceptual research 	Proposed typology of different workplace crimes and their pathology.	Suggested the importance of OI as a key factor in the models of workplace crimes.	Analyzing more about individual and organizational factors' attitudes and behaviors

Table 11 Thematic analysis of Cluster 4.

Sl. no	Variables	Methodology	Findings	Suggestions
1	<ul style="list-style-type: none"> • Transformational Leadership • Adaptability • OI • Job crafting 	Supervisors and their subordinates provided 185 dyad responses. Location: Netherlands	Employees with less OI have a positive relationship with job crafting through adaptability.	A 3-wave longitudinal design can be proposed.
2	<ul style="list-style-type: none"> • Corporate Ability, CSR • Organization Identification • Creative effort 	A descriptive study that provides relationships among CSR, organization identification, and creative effort	Through OI, CSR enhances creative effort.	Investigate employee behaviors with respect to CSR from a cross-cultural perspective.
3	<ul style="list-style-type: none"> • Group-level transformational leadership, transactional leadership, and procedural justice • Psychological contract breach • OI 	A mail survey from 864 Greek manufacturing and service sectors	A breach of the psychological contract negatively affects OI.	Exploring the antecedents of identification and disidentification.
4	<ul style="list-style-type: none"> • Developmental leadership • Self-determination, supervisor identification, and OI • OCB 	Cross-sectional research design with 469 as the sample size.	Supervisor identification strongly mediates self-determination and OI with developmental leadership and OCB.	Can test the innovation and creativity behaviors of employees.

Table 12 Thematic analysis of Cluster 5.				
Sl. no	Variables	Methodology	Findings	Suggestions
1	<ul style="list-style-type: none">• CSR• Perceived external prestige and perceived internal respect• OI	Study 1: Single-source data from 408 South Asian employees working in fast-moving consumer goods Study 2: Data from 415 Pakistani and French employees with a variety of cultures	Prestige and respect enhance the employee's identity, which in turn motivates their behavior at work.	Incorporate longitudinal and experimental studies.
2	<ul style="list-style-type: none">• Employee perceptions towards internal and external CSR• Job Satisfaction	Quantitative research study with 181 employees from health care.	Social identity theory was used to explain the initiatives of CSR through the attitudes of employees.	Examine the impact of CSR on employee turnover intentions and OCB.
3	<ul style="list-style-type: none">• Perceived CSR• perceived external prestige and pride• Perceived Justice• OI	Study: A 3-wave longitudinal study in European Utility Company Sector: Energy Survey: Web-based	Perceived CSR and justice predict a strong OI through perceived prestige.	Analyzing self-esteem (moderator) as a trigger for identification

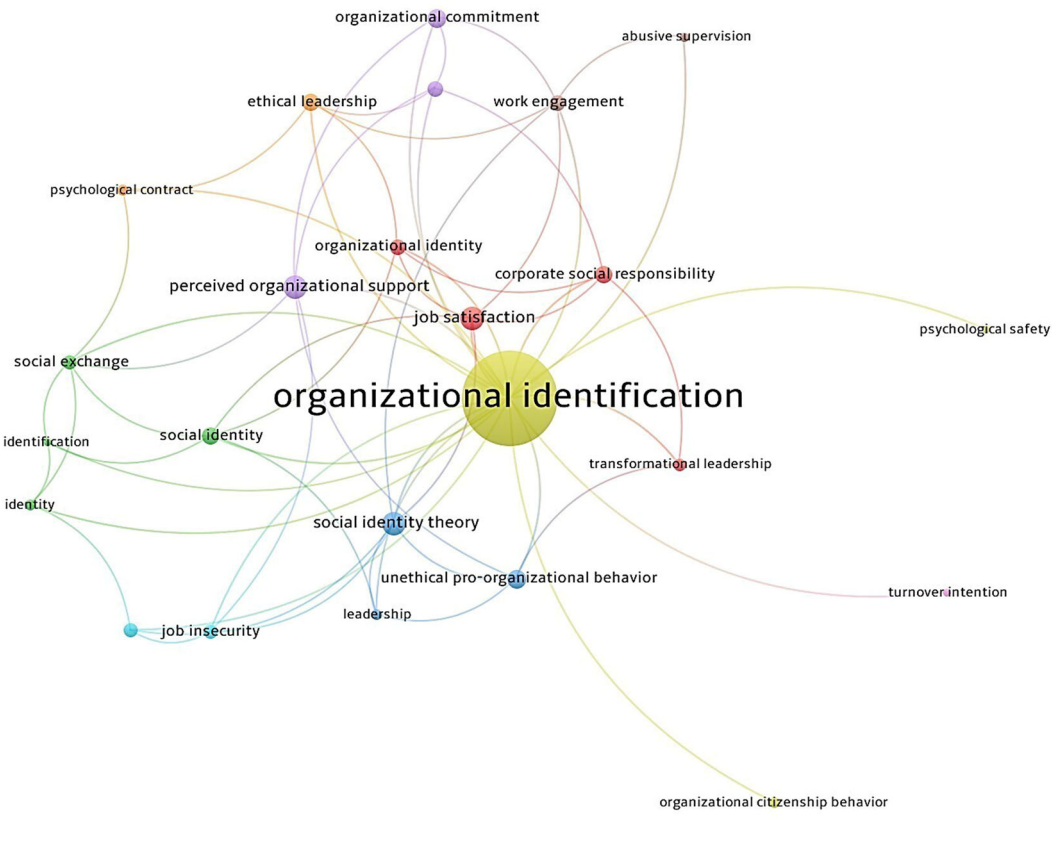


Fig. 5 Keyword occurrence—number of keywords that occurred in research of OI. VOSviewer.

documents referenced both “Social Exchange Theory” and “Social Identity Theory.” The psychological tenets of utilitarianism and behaviorism form the basis of social exchange theory (Cook and Rice, 2006). It focuses on members, maximizing benefits while exchanging resources at minimal cost (Jahan and Kim, 2021). The theory of self-determination, which comprises five research papers, and the theory of “Conservation of Resources” (COR), which includes three papers, come next. Numerous studies in the corpus employed more than one theory to provide a concrete source of evidence. This eclectic theoretical approach enriches understanding by examining various facets of group membership,

resource exchange dynamics, psychological motivations, and conservation strategies within organizational contexts.

Analysis of research content and gaps identified. Table 13 details the quantitative research analysis of the corpus. This table provides a concise summary of the research methodology and content. This implies that the majority of articles were empirical in nature. Certainly, 207 articles, or approximately 91%, were based on primary surveys, while only 14 were based on secondary data. This is considered to be a probable research

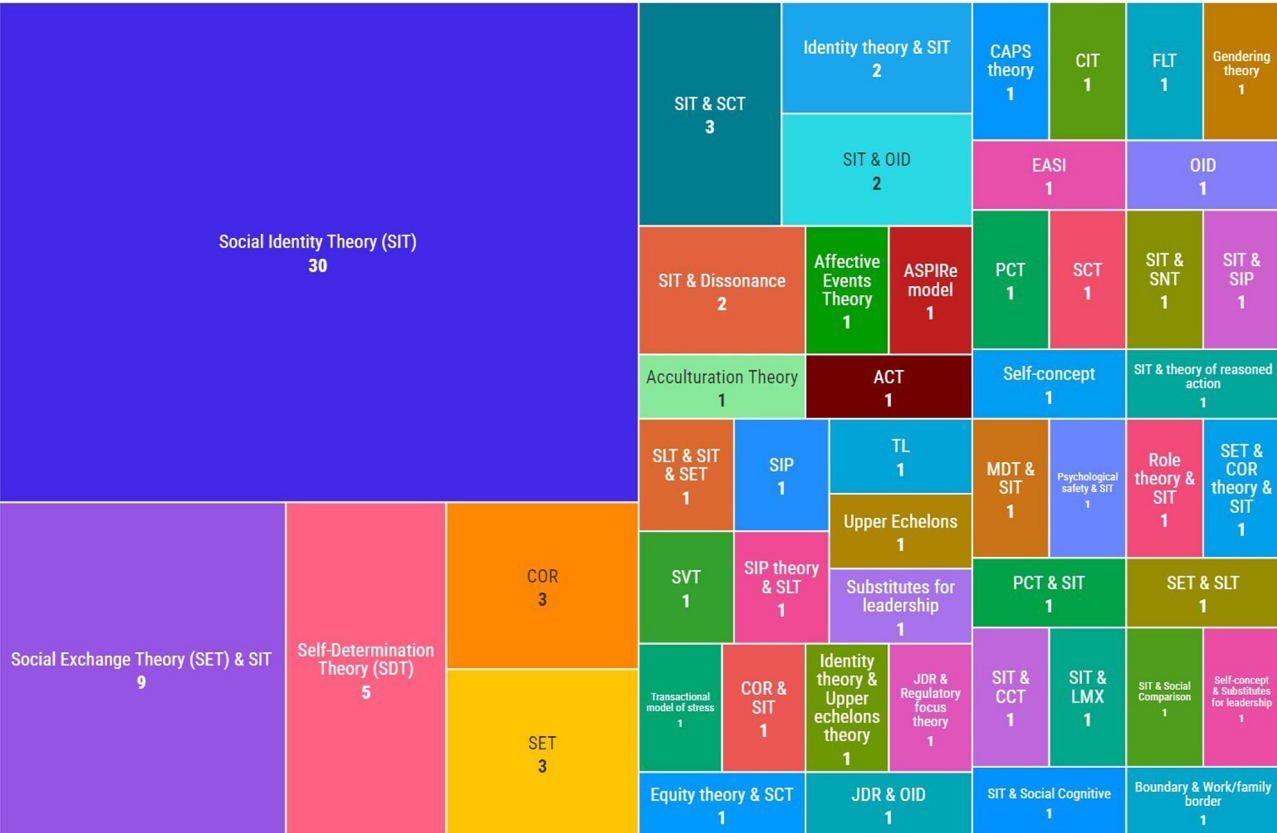


Fig. 6 Summary of the theories used in the research papers. Author creation. SCT self-categorization theory, OID Organizational Identification, CAPS cognitive and affective personality system, CIT comparative institutional theory, EASI emotions as social information, SLT social learning theory, SIP social information processing, SVT social verification theory, JDR job demand resources, PCT psychological contract theory, SNT social network theory, CCT cue consistency theory, LMX leader-member exchange.

gap because data from documented sources are sensitive to observations (Van den Akker et al. 2021); hence, observations are required to obtain peculiar data. Additionally, nearly 36% of the studies employed OI as a mediator to clarify the process’s mechanism, while 27% employed outcome variables. The table also indicates that approximately 55% of the studies concentrated on developed nations, while only 32% focused on developing nations, indicating a research gap. 21% of the sample source was from the United States, but many Asian countries, with the exception of China, lagged behind in empirical research. Additionally, approximately 44% of the industries analyzed in the corpus were multiple industries; this creates a research gap due to the decreased concentration on a single industry or sector.

Many studies used structural equation modeling (SEM) and hierarchical regression as statistical tools to evaluate the hypothesis, accounting for 32% and 15%, respectively. One significant methodological gap in this research field is the need for qualitative support, as the researcher’s direct observations and interviews with respondents often lead to sense-making. Statistical methods like necessary condition analysis (NCA) and structural equation modeling-artificial neural network analysis (SEM-ANN) may be used in future studies to fill in another methodological gap. NCA helps to determine whether OI is required for a specific individual or organizational outcome, whereas SEM-ANN helps to identify linear and non-linear correlations with OI. Furthermore, this research topic does not employ other statistical tools such as R, Stata, Jamovi, JMP, Python, or Orange data mining, so future researchers should make use of them.

Theoretical map of OI. OI encompasses cognitive, emotional, and behavioral components. The behavioral part includes acts that align with the organization’s objectives; the affective element encompasses the emotional connection with the organization; and the cognitive factor pertains to the acknowledgement of one’s affiliation with the organization (Ashforth et al. 2008). Gaining insight into these cognitive and emotional factors as antecedents helps with behavior identification, which in turn helps with achieving both individual and organizational objectives. To acquire a deeper understanding of this study, the authors developed a theoretical model, as shown in Fig. 7, which summarizes a thorough content analysis of the literature in the bibliographic corpus using bibliographic clusters.

The structure primarily illustrates employees’ cognitive (Erdurmazlı et al. 2024; Sufi et al. 2023; Walk and Peterson, 2023) and affective (Kim and Eun 2022; Zagenczyk et al. 2021) perceptions of the OI (Guo et al. 2024; Koroni et al. 2023; Sun et al. 2021) that the organization will provide, as well as its impact on their behavior (Jun et al. 2024; Lo Presti et al. 2024; Ma et al. 2022; Mazumder et al. 2022; Mishra et al. 2024; Rudawska, 2024; Urbini et al. 2023; Yasmeen et al. 2024; Zhang and Wang, 2022). We further categorize these critical behaviors into positive and negative outcomes for both individuals and organizations. The existing literature has investigated the nature of this relationship, as indicated by the link.

Limitations. This study is confined to bibliographic data items obtained exclusively from the Scopus database. Consequently, the

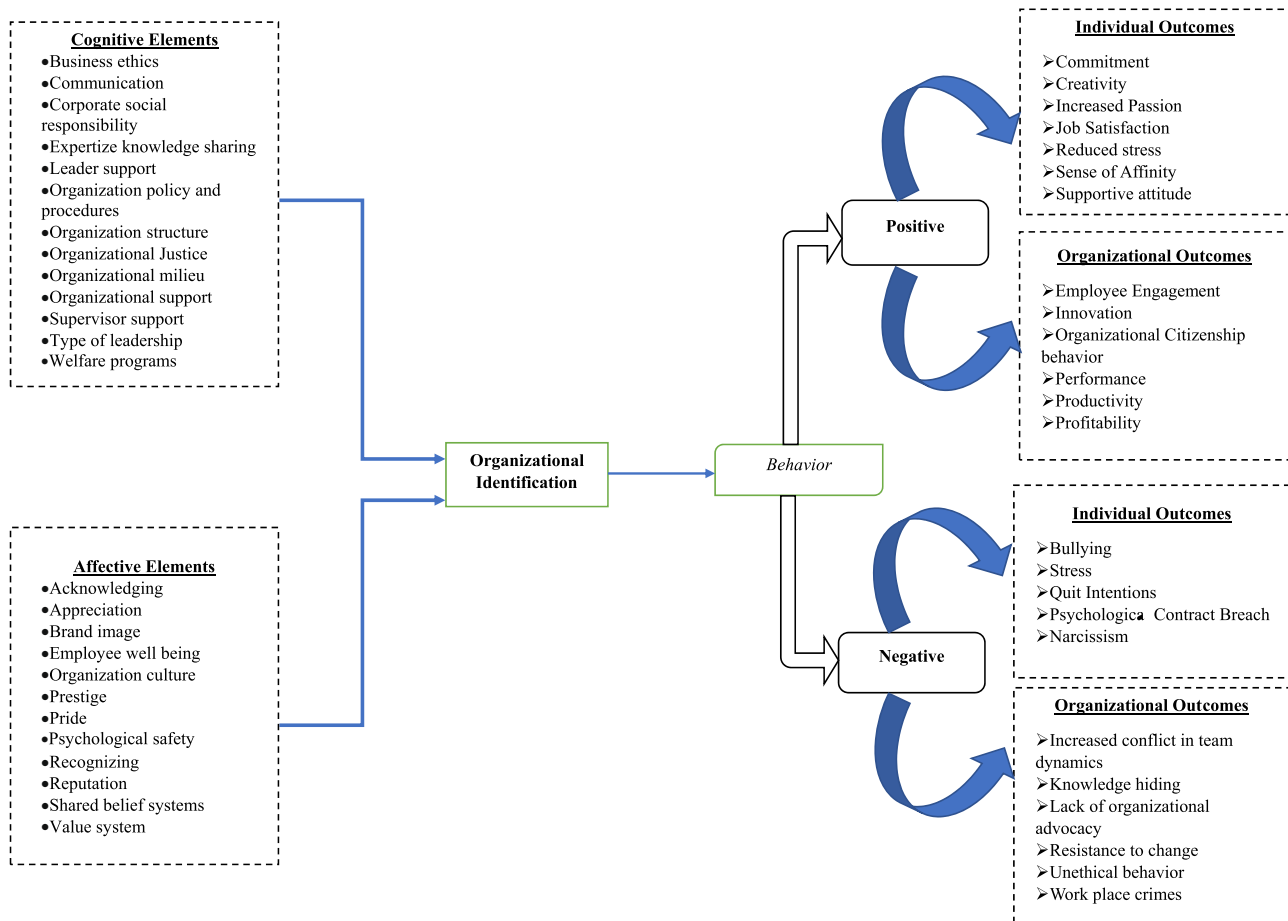


Fig. 7 Theoretical map of OI. Author creation.

study may not comprehensively encompass the entirety of extant research because other key databases were not included. Despite its extensive scope, Scopus does not encompass all the journals and articles indexed in other databases like Web of Science and EBSCO. This constraint has the potential to result in biases or omissions in the data. In order to conduct a more comprehensive and representative bibliometric study, future research should consider using other databases, such as the Web of Science and EBSCO. Similarly, we limited the investigation to the years 2013–2022. Older publications were disregarded. Further, this study is confined to a minimal performance analysis; other analyses, such as single or co-author publications and network analysis, are possible in the future. Also, the inclusion of papers published exclusively in ABDC A* to B-grade journals limited the depth while ensuring that the emphasis was on the most recent research. With an overarching rather than specialized focus, the purpose of this study is to assess the impact of OI and its repercussions.

Future research directions. Reviewing the relevant documents revealed a dearth of longitudinal studies. In light of the fact that OI is dependent on the dynamic cognitive and affective behaviors of subjects. Future research should conduct longitudinal and experimental studies to explore the evolving cognitive and affective behaviors related to OI. Such studies can better capture how OI develops over time and impacts organizational performance. These studies will also help to establish causal relationships, offering deeper insights into the progression of OI in various organizational contexts.

According to the productive nations' findings, Georgia has 146 citations and one publication, whereas India has 113 total citations and 10 publications. Therefore, the analysis for RQ4 reveals a “gap” in context, as it restricts the sample composition to the Indian context, resulting in a relative lack of cross-cultural representation. Hence, we suggest comparative studies across nations to investigate how different cultural practices, values, and local contexts intersect with organizational values and influence OI. Expanding research into underresearched sectors such as sports and non-profit organizations may offer unique insights into the promotion of innovation in mission-driven environments. Further, the findings of thematic analysis (RQ 5) suggest that researchers should explore the role of CSR in shaping organizational identity through the lens of OI. This can uncover how CSR initiatives drive innovation and influence perceptions of OI, particularly in light of rising consumer and stakeholder expectations for ethical and socially responsible behavior.

The qualitative key word co-occurrence analysis (RQ 6) showed that there aren't many studies that look at the link between OI and dimensions like psychological safety, OCB, intentions to leave, and abusive supervision. Hence, future studies should investigate the relationship between OI and these psychological constructs. Exploring these relationships can help organizations foster safer environments for innovation, reduce turnover, and promote behaviors that enhance collective innovation efforts.

The findings of RQ 7 revealed a lack of OI exploration in developing countries. Therefore, future researchers should take into account factors such as economic conditions, market conditions, organizational policies and practices, cultural

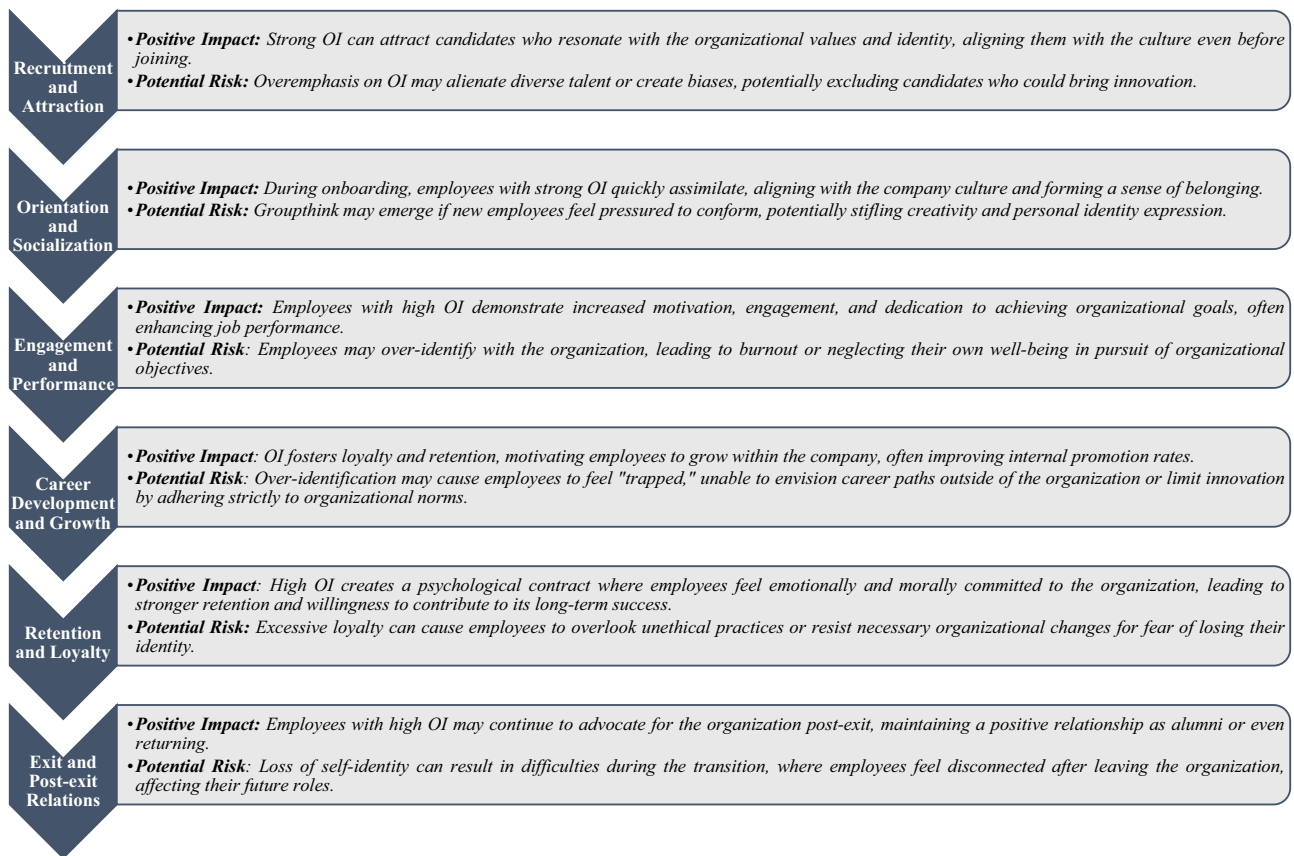


Fig. 8 Framework linking OI and employee life cycle. Author Creation.

dynamics (e.g., individualism, collectivism, and power distance), technology adoption, institutional and regulatory frameworks, and demographic aspects of OI, such as gender, age, preferences, ethnicity, and education. In addition to the aforementioned point, future research could incorporate contextual aspects from a multi-cultural perspective, such as an organization's prestige, culture, justice, and CSR, to enhance our understanding of how OI functions at different levels and situations, including team, department, and organizational levels. Such research will provide a holistic understanding of how OI operates within varying organizational dynamics. Additionally, the content analysis reveals that the majority of studies used the OI as a mediator. Scholars should also focus on OI's moderating role in situational leadership, psychological capital, and organizational change processes. This will help clarify how OI moderates the impact of these factors on overall performance and adaptability, providing a richer understanding of OI's role in shaping leadership and organizational transformation. Also, this study does not exclusively focus on OI threats. Therefore, we advise that in the future, research should explore external threats such as technological disruptions, regulatory challenges, and market competition that can smother OI efforts. Studying how organizations can navigate and mitigate these threats will be crucial for maintaining innovation momentum in an increasingly volatile global landscape. This includes identifying strategies to sustain innovation in the face of disruptive changes or crises. Further, given the abundance of explanations for social identity theory in this corpus, future research should extend beyond social identity theory to include social exchange theory, conservation of resources theory, and cue consistency theory. This will provide a more comprehensive understanding of the mechanisms driving OI and how different forms of exchange, resource management,

and consistent signals influence employee engagement, satisfaction, and performance.

In contrast, the absence of OI can lead to employee disengagement, lower job satisfaction, and increased turnover, as workers may feel that their contributions are not valued or that the organization lacks a forward-thinking vision. For employers, 'No OI' can result in a decline in competitive advantage, reduced market share, and an inability to adapt to industry changes. Hence, we recommend that future researchers investigate the consequences of "No OI" for both employees and employers and provide insights into the risks of stagnant innovation environments.

Implications of the study. This study has many implications for academicians, practitioners, researchers, and broader societal contexts. Understanding the current trends, influential sources, contributors, and themes identified in this study can significantly benefit academicians and scholars in discerning the reasons behind its prominence. For instance, Cluster 4 (Leadership and Employee Creativity cluster) exemplifies how different leadership styles foster employee creativity. This insight assists practitioners in adopting a leadership style that encourages creativity and promotes innovative work behavior, leading to enhanced organizational performance and employee satisfaction. The bibliographic coupling reveals that developmental and transformational leadership styles have an important role in fostering employee creativity through OI. This concept is critical for managers and leaders because it highlights the need to adopt particular leadership styles that not only encourage creativity but also promote continual innovation within teams. Practitioners can use these findings to create a work environment that fosters creative

Table 13 Analysis of corpus research content.

Type of research	Role of OI	Research methodology		Sample Composition		Industry	Status of the economy
		Quantitative	Qualitative				
Primary survey: 207	Mediator: 75	Structural equation modeling: 65	Interviews: • Thematic: 04	USA: 7	Multiple: 91	Developed: 124	
Secondary data: 14	Dependent: 57	Hierarchical Regression: 30	• Discourse analysis: 02	Transnational: 38	Financial services: 16	Developing: 73	
Both primary and secondary: 02	Independent: 51	Ordinary least squares: 22	• Narrative : 1	China: 39	Education: 14	Mixed: 29	
Literature review: 04	Moderator: 25	Regression analysis: 18	• Ethnographic :01	India: 10	Manufacturing: 12	Least developed: 1	
		Hierarchical linear modeling: 11 or Partial least squares: 10	• Grounded technique : 01	Italy, Pakistan, Taiwan: 08	Not for profit: 11		
		Theoretical model: 08	• FSQCA :01	Australia, South Korea, Turkey: 06 each	Hotel: 10		
		Multiple regression: 06	Survey: • Theme: 01	Belgium, UK: 05 each	Health care: 08		
			• Case study: 01	Europe, Germany: 04 each	Public sector: 09		
		Process Macro: 05	• Case study: 01	Greece, Netherlands, Portugal: 03 each	Retail, Service, Utility Company: 05 each		
		Conceptual model, Meta-analysis: 03 each		Egypt, Malaysia, Mexico, Nigeria, Spain: 02 each	IT , Sports, Telecom: 04 each		
		CBSEM, MANOVA, MRQAP , Regression Weights: 02 each		Canada, Finland, Gulf of Mexico, Lebanon, Massachusetts, Philippines, Russia, Scandinavia, Sierra Leone, Singapore, Slovenia, Sri Lanka, UAE, Vietnam: 01 each	Aviation: 03		
		2SLS and 2-step logistic regression analysis, conditional process analysis, critical analysis, EFA and CFA, HLM and hierarchical regression, literature review, logistic and OLS, logistic regression, necessary condition analysis, polynomial regression, probit model and OLS regression, process analysis, proportional hazard regression, Tobit, PHR and 2 SLS: 01 each			BPO, FMCG: 02 each; Construction, R & D, Supply chain, Transportation: 01 each		

CBSEM covariance-based structural equation modeling, MANOVA multiple analysis of variance, MRQAP multiple regression quadratic assignment procedures; 2SLS 2 stage least squares, EFA and CFA exploratory factor analysis and confirmatory factor analysis, HLM hierarchical linear modeling, FSQCA fuzzy set qualitative comparative analysis.

thinking, leading to enhanced problem-solving skills and a competitive advantage.

The theoretical framework (RQ 8) provides practitioners and managers with a precise roadmap to identify and enhance the cognitive and affective aspects in order to achieve the desired outcome. Figure 7 helps practitioners align organizational values with employee expectations to strengthen OI and adapt to the changing psychosocial contract. Promoting ethical leadership, guaranteeing open communication, and improving employee engagement by means of goal-oriented work settings would help one accomplish this. Furthermore, workplace flexibility and CSR initiatives can boost OI and talent retention. This will be useful in developing a stronger dyadic relationship between employer and employee, which may help reduce negative impacts like burnout, unethical pro-organizational conduct, and quit intentions. Further, OI manifests at individual, group, and organizational levels, influencing commitment and behavior. It relates closely to concepts like job satisfaction, OCB, and leadership efficacy. Managers may use these findings to create measures that improve employee well-being, lower turnover rates, and foster a more ethical and sustainable workplace. Lastly, we developed a framework (Fig. 8) based on this theoretical map, which discusses the positive and negative effects of OI on the employee lifecycle. From recruitment to onboarding, development, and retention stages, this paradigm provides a tool to help practitioners negotiate the complexity of OI at pivotal points in the employee lifecycle, which may strengthen the employer-employee relationship.

For scholars, OI is conceptualized in a variety of ways across perspectives and paradigms, including the emphasis on group affiliation in social identity theory and the emphasis on affective attachment and commitment in organizational behavior. Its increasing importance in the workplace is indicative of a transition toward understanding the efficacy of leadership, organizational culture, and employee engagement in the development of performance and loyalty. This trend presents a challenge to academicians, as it requires the integration of multidisciplinary insights, the advancement of theoretical frameworks, and empirical research to address the changing dynamics of organizational structures and employee expectations.

For researchers, co-occurrence analysis results provide a pathway to explore unexplored facets, including the relationship between OI and elements such as psychological contract breach, psychological safety, and other less focused areas (with thinner bubbles). This opens up new avenues for academic inquiry, allowing researchers to explore the nuances of how these factors interplay with OI and impact employee outcomes. Such exploration can contribute to a richer understanding of the dynamics within organizations and offer evidence-based recommendations for fostering a supportive work environment.

The social implications of this research are noteworthy. Organizations that foster creative and innovative leadership boost the economy. This technique relies on OI since people who closely identify with their organization are more creative. Organizations that promote psychological safety and resolve psychological contract breaches can increase employees' mental health and well-being, which is linked to high OI. This can reduce work-related stress and burnout for society. Understanding and preventing unethical business practices can also promote communal ethics. By fostering a sense of belonging and alignment with business values, high OI can reduce unethical behavior and promote ethics.

Conclusion

Bibliometric analysis is a highly effective scientific tool for summarizing and synthesizing literature (Donthu et al. 2021). This study provides visualizations of annual publishing trends, co-citation

analysis, corpus theories, and a conceptual and theoretical map. This study highlighted the most prominent sources based on top citations and the highest number of publications. Furthermore, the study projected the most influential articles, institutions, authors, and countries within this field of research. Furthermore, the study included a comprehensive review of the five thematic clusters, including the variables used, methods used, findings, and the authors' recommendations. Furthermore, the study provides a theoretical map of OI to help readers comprehend its impact on individual and organizational results. It also provides a detailed content analysis and identifies gaps. The paper goes on to discuss potential areas for future research in the field. This research helps practitioners and academics by summarizing the corpus and providing intellectual specifics about the research. Thus, the current study has led to a better understanding of the research topic by examining bibliographic aspects as well as content analysis. Recognizing and fostering OI can help firms build a more engaged, productive, and inventive workforce. This can result in a variety of benefits, including increased performance, lower turnover, better customer service, and a stronger reputation.

Data availability

The data for this study's conclusions were acquired from databases in the public domain of the Scopus core collection, and the key term "Organizational Identification" can be used in data extraction searches.

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Author contributions

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Informed consent

Since there were no human subjects involved in this review study, no consent was required.

Additional information

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