How Organizational Identification Affects Employees' Well-Being and Performance: Shedding Light on Two Neglected Perspectives

Vivien Kitzka

Dissertation zur Erlangung des akademischen Grades einer
Doktorin der Philosophie (Dr. phil.) im Fachbereich 1 Erziehungs- und
Sozialwissenschaften an der Universität Hildesheim

Tag der Disputation: 18. Juli 2025

Erster Gutachter: Prof. Dr. Andreas Mojzisch, Universität Hildesheim
Zweiter Gutachter: Prof. Dr. Jan A. Häusser, Justus-Liebig-Universität Gießen

Abstract

My dissertation examines organizational identification from two neglected perspectives: (1) as a dynamic state-like phenomenon with daily fluctuations that affects employees' well-being and performance, and (2) through its dual-pathway mechanisms on employees' well-being over time. While previous research has treated organizational identification as stable and predominantly positive, this dissertation challenges both assumptions.

Study 1 utilized a 10-day diary design with two daily measurement points (during and right after work) to examine fluctuations in two levels of organizational identification (organization and team) and their effects. Using multilevel structural equation modeling, data (N = 161, n = 882 workdays) revealed daily fluctuations in both levels of organizational identification. These predicted employees' well-being (reduced emotional exhaustion, increased work engagement, increased job satisfaction) and performance (increased in-role performance, increased extra-role performance, reduced turnover intention), which were mediated strongly through global psychological need satisfaction and, to a lesser extent, through perceived social support.

Study 2 investigated longer-term mechanisms through which organizational identification affects employees' well-being, collecting data at three measurement points with 6-week retest intervals (N = 642 at T1; N = 561 at T2; N = 469 at T3). Results showed that perceived social support is a robust mediator at the between-person level, positively affecting employees' well-being (reduced emotional exhaustion, increased work engagement, increased job satisfaction). The study simultaneously revealed stronger organizational identification associated with increased emotional exhaustion mediated by reduced detachment from work

during leisure time (weak but statistically significant relationship), as employees who identify more strongly with their organization tend to continue thinking about work-related matters even outside of work (but no meaningful association with job satisfaction; no effect on work engagement). However, the positive effects of perceived social support outweighed these negative effects.

These findings contribute to a more nuanced understanding of organizational identification as a dynamic, daily fluctuating phenomenon with dual-pathway mechanisms, necessitating multilevel research designs across varied time scales to draw meaningful theoretical and practical conclusions.

Keywords: organizational identification, well-being, performance, daily diary study, longitudinal study

Zusammenfassung

Meine Dissertation untersucht die organisationale Identifikation aus zwei bisher unzureichend erforschten Perspektiven: (1) als dynamisches, zustandsähnliches Phänomen mit täglichen Schwankungen, das das Wohlbefinden und die Leistung Mitarbeitender beeinflusst, und (2) durch ihre dualen Mechanismen, die sich im Laufe der Zeit auf das Wohlbefinden Mitarbeitender auswirken. Im Gegensatz zur früheren Forschung, die die organisationale Identifikation als zeitlich stabil und primär positiv betrachtete, werden in dieser Dissertation beide Annahmen kritisch hinterfragt.

Studie 1 verwendete ein 10-tägige Tagebuchdesign mit zwei täglichen Messzeitpunkten (während und unmittelbar nach der Arbeit), um die Variabilität auf zwei Ebenen der organisationalen Identifikation (Organisation und Team) und deren Auswirkungen zu untersuchen. Mittels Mehrebenen-Strukturgleichungsmodellen wurden die Daten (N = 161, n = 882 Arbeitstage) analysiert und zeigten tägliche intrapersonale Variabilität auf beiden Ebenen der organisationalen Identifikation. Diese sagten das Wohlbefinden (verminderte emotionale Erschöpfung, höheres Arbeitsengagement, höhere Arbeitszufriedenheit) sowie die Leistung (höhere Leistung in der Rolle, höhere Leistung außerhalb der Rolle, verminderte Kündigungsabsicht) Mitarbeitender voraus und wurden stark durch die allgemeine psychologische Bedürfnisbefriedigung und in geringerem Maße durch die wahrgenommene soziale Unterstützung vermittelt.

Studie 2 untersuchte die längerfristigen Mechanismen, über die sich die organisationale Identifikation auf das Wohlbefinden Mitarbeitender auswirkt, indem Daten zu drei Messzeitpunkten im Abstand von 6 Wochen erhoben wurden (N = 642 an T1; N = 561 an T2;

N = 469 an T3). Die Ergebnisse zeigten, dass die wahrgenommene soziale Unterstützung als starker Mediator auf interpersonaler Ebene fungiert und sich positiv auf das Wohlbefinden Mitarbeitender auswirkt (verminderte emotionale Erschöpfung, höheres Arbeitsengagement, höhere Arbeitszufriedenheit). Gleichzeitig ergab die Studie, dass eine höhere organisationale Identifikation mit einer höheren emotionalen Erschöpfung einherging, die durch ein vermindertes gedankliches Abschalten von der Arbeit in der Freizeit vermittelt wurde (schwacher, aber statistisch signifikanter Zusammenhang), da Mitarbeitende, die sich stärker mit der Organisation identifizieren, dazu neigen, auch außerhalb der Arbeit über arbeitsbezogene Themen nachzudenken (jedoch kein signifikanter Zusammenhang mit der Arbeitszufriedenheit; kein Effekt auf das Arbeitsengagement). Allerdings überwogen die positiven Effekte der wahrgenommenen sozialen Unterstützung diese negativen Effekte. Diese Erkenntnisse tragen zu einem differenzierteren Verständnis der organisationalen Identifikation als dynamisches, täglich schwankendes Phänomen mit dualen Mechanismen bei, das mehrstufige Forschungsdesigns auf unterschiedlichen Zeitskalen erfordert, um fundierte theoretische und praktische Schlussfolgerungen zu ziehen.

Schlüsselwörter: Organisationale Identifikation, Wohlbefinden, Leistung, tägliche Tagebuchstudie, Längsschnittstudie

Table of Contents

List of Tables 8

List of Figures 9

Chapter 1: Introduction 10

The Two Neglected Perspectives of Organizational Identification Research 14

Structure and Outline of the Dissertation 16

Chapter 2: Theoretical and Empirical Background 19

The Social Identity Approach 19

The Impact of Organizational Identification on Well-Being and Performance 32

Summary and Objectives of the Studies 83

Chapter 3: Methodological Approach 93

Diary Studies With a Within-Person Perspective (Study 1) 94

Longitudinal Studies With a Between-Person Perspective (Study 2) 96

Measures for the Evaluation of Organizational Identification 99

Chapter 4: Study 1—A Daily Within-Person Perspective 103

Methods 104

Results 115

Discussion of Study 1's Findings 138

Chapter 5: Study 2—A Dual-Pathway, Between-Person Perspective 170

Methods 171

Results 180

Discussion of Study 2's Findings 189

Chapter 6: Synthesis of All Findings and Their Research and Practice Uses 203

Summary of the Findings 203

Theoretical Implications 205

Practical Implications 219

Strengths, Limitations and Future Directions for Research 221

Conclusions 226

References 228

Appendix 289

List of Tables

Table 1 Descriptive Statistics for all Variables (Study 1) 115

Table 2 Within-Person Level and Between-Person Level Correlations (Study 1)..... 117

Table 3 Multilevel Standardized Estimates for Mediation Models (Study 1) 135

Table 4 Sample Description (Study 2) 175

Table 5 Descriptive Statistics for all Variables (Study 2) 179

Table 6 Multilevel Standardized Estimates for Mediation Models (Study 2) 182

Table 7 Between-Person Level Correlations of all Variables (Study 2) 183

Table A1 Items Study 1 289

Table A2 Items Study 2 291

Table A3 Measures of Organizational Identification 292

List of Figures

Figure 1. Theoretical Model: Hypothesis 1 to Hypothesis 4 (Study 1; Within-Person) 50

Figure 2. Theoretical Model: Hypothesis 5 to Hypothesis 8 (Study 1; Within-Person) 67

Figure 3. Theoretical Model: Hypothesis 9 and Hypothesis 10 (Study 2; Between-Person) .. 82

Figure 4. Sampling Procedure (Study 1) 108

Figure 5. Results of Testing Hypothesis 1 119

Figure 6. Results of Testing Hypothesis 2 120

Figure 7. Results of Testing Hypothesis 2 Including Autocorrelation 123

Figure 8. Results of Testing Hypothesis 3 124

Figure 9. Results of Testing Hypothesis 4 125

Figure 10. Results of Testing Hypothesis 4 Including Autocorrelation 127

Figure 11. Results of Testing Hypothesis 5 to Hypothesis 6 131

Figure 12. Results of Testing Hypothesis 7 to Hypothesis 8 133

Figure 13. Within-Person Variance: Mondays Versus Fridays (Study 1) 138

Figure 14. Results of Testing Hypothesis 9 to Hypothesis 10 181

Figure 15. Results of Testing Hypothesis 9 to Hypothesis 10 Including Autocorrelation 185

Figure 16. Results of Supplementary Analysis Model 3 (Study 2) 188

Figure 17. Results of Supplementary Analysis Model 4 (Study 2) 189

Chapter 1: Introduction

Social identification—the psychological sense of belonging to and identifying with social groups—fundamentally shapes individuals' experiences, attitudes and behaviors (S. A. Haslam et al., 2021; E.-S. Lee, 2015). In organizational contexts, identification substantially influences employees' well-being and performance by influencing how individuals experience and respond to their work environment. When employees strongly identify with their organization, they incorporate organizational values into their self-concept, view its successes as their own, and develop meaningful bonds with fellow team members (e.g., Vough, 2012). Given that individuals spend a significant portion of their lives at work, understanding *organizational identification* is key because it serves as a fundamental psychological source—providing self-esteem, meaning, belonging, control, and social support—that shapes both employees' daily well-being and performance, and longer-term well-being at work. It is crucial for occupational and organizational psychology research to more closely investigate this domain for two reasons: Organizational identification has a widespread and mostly positive influence on essential workplace outcomes. It also plays an important role in meeting employees' core psychological needs and enables them to perceive social support.

The social identity approach (Tajfel & Turner, 1979; Turner et al., 1987) can explain both well-being and performance mechanisms within and between employees in organizations that stem from organizational identification. While the social identity approach, when applied to well-being (C. Haslam, 2018; S. A. Haslam, 2012; S. A. Haslam et al., 2021; Häusser et al., 2020; Jetten et al., 2009; Jetten et al., 2017), particularly focuses on

psychological health and well-being, the more overarching social identity approach (C. Haslam, 2018; S. A. Haslam, 2012; Jetten et al., 2017; Tajfel & Turner, 1979; Turner et al., 1987) provides a theoretical basis for considering a wide range of organizational outcomes and thus serves as the theoretical basis for my dissertation, while also encompassing employees' well-being.

This theoretical framework posits that social identification provides individuals with essential psychological sources, such as self-esteem, meaning, belonging, and control (Greenaway et al., 2016), while facilitating access to social support (e.g., Häusser et al., 2023). How organizational identification affects employees' well-being and performance can therefore be explained through two key mechanisms: global psychological need satisfaction and perceived social support. Psychological needs continuously fluctuate in employees' daily lives, functioning at the within-person level (Van Hooff & Geurts, 2015). Social support functions through a multilevel structure, operating both within-person (Schreurs et al., 2012) and between-person (Avanzi et al., 2021), as it can be perceived individually yet has an inherently interpersonal nature.

Meta-analytic evidence consistently demonstrates the far-reaching benefits of organizational identification on employees' well-being and performance (e.g., E.-S. Lee et al., 2015; Riketta, 2005; Steffens et al., 2017), with highly identified employees demonstrating higher levels of job satisfaction, engagement, and motivation, while exhibiting less withdrawal behavior (e.g., Wu et al., 2020). This relationship operates through multiple mechanisms, with organizational identification both directly influencing performance and strengthening employees' perceptions of social support and, in turn, increased well-being

(e.g., S. A. Haslam et al., 2021). Specifically, when employees' psychological needs are met through organizational identification, they are better equipped to maintain their health and perform effectively—an existential factor for organizations (Moscoso & Salgado, 2021; Taris & Schreurs, 2009).

While work occupies a significant part of individuals' lives and social interactions are fundamental to the workplace, employees' experiences, attitudes and behaviors are far from static. On an individual level, daily fluctuations occur in employees' emotional states (Sonnentag, 2015), social interactions (Horstmeier et al., 2016), and performance levels (Abrahams et al., 2023). On a workplace level, daily contextual variations (e.g., managerial policies and practices) systematically influence organizational identification, as employees' perceptions dynamically interact with and are recursively shaped by the evolving work environment (Weisman et al., 2022). However, despite the growing recognition of workplace dynamics, research has largely treated organizational identification as a stable construct, overlooking its potential day-to-day fluctuations (Bednar et al., 2020).

This gap is particularly noteworthy given that organizational identification emerges from dynamic social processes and experiences that vary significantly from day to day. Yet a fundamental question remains unanswered: Does an employee's level of organizational identification fluctuate from day to day? In order to develop a more nuanced understanding of how organizational identification works, it is crucial to understand the temporal dynamics.

Traditionally, organizational identification has been conceptualized as a relatively stable trait or, at most, a slowly evolving state over long periods of time. Only recently have researchers begun to consider the possibility of short-term dynamics in social identification

(Ketturat et al., 2016). This limited perspective has led to a predominant focus on between-person analyses, primarily through cross-sectional studies (Avanzi et al., 2014, 2015) and, more recently, through longitudinal investigations (e.g., Frenzel et al., 2023; Junker et al., 2019, 2022). While these studies have established the positive relationships between social identification, well-being, and performance, they fail to capture the day-to-day within-person dynamics of organizational identification. Thus, current research presents a limited understanding of within-person variability in organizational identification at the daily level. Existing studies have not yet comprehensively explored the dynamic social identification processes that occur within organizational contexts.

Organizational identification is defined as the perceived oneness between an employee's self-concept and their organization (Mael & Ashforth, 1992). Often organizational identification is conflated with organizational commitment (Mael & Tetrick, 1992), although these constructs are conceptually distinct (D. Van Knippenberg & Sleebos, 2006). Commitment represents a relatively stable attitudinal attachment to the organization (Van Dick, Becker, et al., 2006), whereas organizational identification is theoretically more dynamic and situationally responsive (Bednar et al., 2020). In addition, organizational identification through the social identity approach is sometimes described as a sense of belonging (e.g., Filippi et al., 2024; S. A. Haslam et al., 2021). However, this description differs from the need to belong, which is considered a fundamental human need (e.g., K. A. Allen et al., 2022), therefore remaining conceptually distinct.

Organizational identification is a complex construct conceptualized through multiple interconnected dimensions, typically characterized by cognitive, affective, and evaluative

elements (Boro, 2008). This complexity is further reflected in the multiple levels at which organizational identification can occur within organizational settings. Employees may simultaneously identify with different organizational entities, from their immediate team to the broader organization (Riketta & Van Dick, 2005), with each foci (i.e., level) of organizational identification potentially operating independently (Atewologun et al., 2017).

The Two Neglected Perspectives of Organizational Identification Research

Contemporary research reveals a complex landscape of organizational identification that demands nuanced investigation. This dissertation addresses two perspectives in understanding organizational identification that have been neglected in the existing literature.

The first neglected perspective examines the temporal within-person dynamics of organizational identification. Previous research has inadequately explored how daily fluctuations in organizational identification influence employees' well-being and performance. By investigating the underlying mechanisms through global psychological need satisfaction and perceived social support at the within-person level, my research then seeks to address the second neglected perspective, as short-term intrapersonal mechanisms potentially shape longer-term interpersonal mechanisms (Neubauer et al., 2022).

The second perspective scrutinizes the longer-term between-person effects of organizational identification. While meta-analyses consistently emphasize positive aspects of organizational identification (Greco et al., 2022; Riketta, 2005; Steffens et al., 2017), emerging empirical evidence suggests a more sophisticated narrative. Research indicates a curvilinear relationship between organizational identification and well-being, where excessive identification can produce more unexpected negative consequences (Avanzi et al.,

2012, 2022; Conroy, Henle, et al., 2017). Such dual-pathway mechanisms may sometimes lead to null effects, which this dissertation addresses through a confirmatory approach to better understand these often overlooked scientific observations (Mehler et al., 2019).

A pivotal mechanism underlying these contradictory well-being outcomes might be detachment—"a core recovery experience" (Sonnentag, Kark, et al., 2024, p. 5). Highly identified employees might struggle to maintain boundaries between their work and personal life, compromising their ability to mentally disconnect from work. This phenomenon explains how strong organizational identification can simultaneously generate benefits like increased social support (Häusser et al., 2023) and perceived meaning (Greenaway et al., 2016), while also elevating risks of emotional exhaustion when strong identification interferes with detachment (Sonnentag & Fritz, 2015). Thus, the key question is not only how organizational identification affects employees' well-being and performance on a day-to-day, intraindividual basis (first neglected perspective), but also *how* organizational identification can have both positive *and* negative effects on employees' well-being and what underlying mechanisms drive these effects (second neglected perspective).

Taken together, the present dissertation addresses two shortcomings in the literature: First, while organizational identification has traditionally often been studied as a relatively stable, trait-like construct at the between-person level, I examine its daily fluctuations at the within-person level, distinguishing between organizational identification and team identification to understand how these daily fluctuations affect employees' daily well-being and performance (Study 1). Second, I examine the potentially dual nature of the impact of organizational identification on employees' well-being over time, examining not only its

demonstrated positive effects on work-related well-being, but also exploring potential negative consequences that could undermine these same outcomes (Study 2). Therefore, Study 2 moves beyond the traditional social norms approaches by exploring both positive and negative mechanisms simultaneously. By investigating detachment—in addition to perceived social support—as an underlying mechanism, my research unveils a novel understanding of how organizational identification can simultaneously enhance and undermine employees' well-being. To address these two research gaps, I conducted two empirical studies. Applying the principles of open science practices (Center for Open Science, 2025), both studies are confirmatory in nature and pre-registered, supplemented by more exploratory analyses for the performance outcomes in Study 1, and some ancillary analyses in Study 1 and Study 2.

Structure and Outline of the Dissertation

The present dissertation is structured as follows: Chapter 2 addresses my research questions using a broad theoretical framework. Beginning with a theoretical review of social identity theory, I will examine the core tenets of the social identity approach (with a focus on well-being) and show how social identification generally enhances well-being. I then move on to the construct of organizational identification, where I provide a brief historical overview of organizational identification research before introducing the theoretical foundations that explain how social identification (i.e., organizational identification) emerges in organizational contexts (i.e., theoretical antecedents), both intraindividually and interindividually, highlighting its theoretically dynamic nature.

Afterwards, I will review empirical evidence on how organizational identification is specifically related to employee well-being, leading to the development of Hypothesis 1

regarding the day-to-day effects of organizational identification on employees' well-being. Next, I provide a theoretical explanation for global psychological need satisfaction and perceived social support as two underlying mechanisms (deriving Hypotheses 2a and 2b) of this well-being-promoting process. This part will be complemented by the distinction between organizational identification and team identification as two levels of organizational identification (deriving Hypotheses 3 to 4a and 4b), ending with an overall definition of work-related well-being (i.e., low levels of emotional exhaustion, high levels of work engagement, moderately high levels of job satisfaction) in the context of this dissertation.

Accordingly, I will establish a theoretical framework for how organizational identification is related to employees' performance and derive hypotheses analogous to those mentioned above at the daily level (Hypotheses 5 to 8) to complement Study 1. This part will theoretically illustrate how organizational identification can have a positive impact on employees' performance—on the daily and within-person level. Consistent with the part on employees' well-being, global psychological need satisfaction and perceived social support are introduced and substantiated as mediators of the relationship between organizational identification and employees' performance. Again, I will conclude with an overall definition, this time conceptualizing performance (i.e., high levels of in-role performance, high levels of extra-role performance, low levels of turnover intention) in the context of this dissertation.

The third part of my theoretical framework will constitute a theory-based twofold look at organizational identification and its dual-pathway effects on employees' well-being. To address this shortcoming, I will first take stock of the overall negative effects of organizational identification found in the prevailing research. Thus, I will synthesize the

existing literature on the negative effects of organizational identification, followed by an examination of specific constructs, such as workaholism, that may negatively affect employees' well-being. A preliminary conclusion will then determine that while positive effects on employees' well-being predominate, there are potential downsides. Building on this foundation, the research examines two key mechanisms underlying: the potential positive impact of perceived social support on employees' well-being, and the potentially negative mediating role of a lack of detachment on employees' well-being—at the same time. This comprehensive approach allows for a nuanced understanding of how organizational identification can simultaneously enhance and diminish employees' well-being through two underlying mechanisms at the interpersonal level (deriving Hypothesis 9 to 10; Study 2).

Finally, I will summarize the state of the research and the identified research gaps, explain my research objectives, and how I intend to achieve them.

In Chapter 3, I will subsequently outline the methodological approach of my two research designs. The first methodological research design is a daily diary study at the within-person level (basis for Study 1), and the second methodological research design is a longitudinal study at the between-person level (basis for Study 2). In this chapter, I will also show how organizational identification can be measured theoretically and why the scale I have chosen is the most appropriate for my studies. I will then devote Chapter 4 to Study 1 and Chapter 5 to Study 2, each with a separate in-depth discussion, before incorporating an overall discussion in Chapter 6 to reflect on my findings and synthesize both studies in a way that is meaningful for research and practice.

Chapter 2: Theoretical and Empirical Background

In this chapter, I derive all the hypotheses for my two studies, beginning with social identity theory broadly before addressing its specific applications in organizational contexts. Study 1 examines how organizational identification positively affects employees' daily well-being and performance, while Study 2 investigates both positive and negative longer-term effects of organizational identification on employees' well-being, with a particular focus on perceived social support and detachment as underlying mechanisms.

The Social Identity Approach

Social Identity Theory and Self-Categorization Theory

A very broad field of research in recent decades has been based on the *Social Identity Approach*, in which Tajfel (1974) and Turner (1975; Turner et al., 1979, 1987) conceived *Social Identity Theory* and *Self-Categorization Theory* as two metatheories to explain how an individual's self-concept is influenced by social groups and how individuals alternate between personal and social identity. These two metatheories have been applied in various disciplines and contexts, shedding light on a wide range of social interactions between groups and individuals. Both theories, social identity theory (Tajfel & Turner, 1979) and self-categorization theory (Turner, 1985) are independent, but strongly related. According to Tajfel (1974), a social identity is "that part of an individual's self-concept which derives from his knowledge of his membership of a social group (or groups) together with the emotional significance attached to that membership" (p. 69). While self-categorization theory in extension can be interpreted "as that component of an extended social identity theory of the

relationship between self-concept and group behavior that details the social cognitive processes that generate social identity effects" (Abrams & Hogg, 2010, p. 123).

Social identity theory is rooted in motivational aspects, positing that individuals are inherently motivated to achieve or maintain a positive social identity as a component of their self-concept. This pursuit of positive distinctiveness is achieved through the utilization of specific strategies, such as social comparison, which is employed to actualize a positive social identity (Tajfel & Turner, 1979; Turner et al., 1979). An individual's identity is, to a certain extent, shaped by the social groups to which they belong. Accordingly, individuals have different social groups with which they identify to varying degrees. In addition, social identity theory differentiates between ingroup and outgroup: An ingroup (of which there can be several) to which an individual feels they belong is perceived favorably in order to protect status and image, especially if there is a strong sense of belonging (Doosje et al., 1995). Thereby, under specific circumstances, the salience of perceived group membership may be enhanced (Tajfel, 1974). This is a fundamental assumption, as identification is predicated on salience in order to influence behavior. Thus, individuals derive a sense of positivity for their identity from this salient identification. Group membership can engender a positive self-concept, which is the reason that individuals employ certain strategies to achieve this positive state in order to realize a positive group distinctiveness.

Self-categorization theory is a cognitive theory (Hornsey, 2008; Turner et al., 1987; Turner & Reynolds, 2012), where prototypes—referring to ideal-typical traits and behaviors of a social group that are representative of membership in that group—cognitively embody social groups. Group members of a salient category are inclined to perceive themselves and

others in that category as interchangeable with the prototype rather than as unique individuals (Hornsey, 2008). According to the principles of self-categorization theory, a process of depersonalization is further postulated. This process of self-stereotyping entails the perception of oneself as a member of a social category that is shared with other members of a group. As a result, a member of the group will become interchangeable with other members of the same group. Tajfel and Turner's (1979) theoretical framework is notable for its distinction between individual reasons for group differences and those that are group-constitutive (i.e., in the group context). In this regard, social identity emerges as a critical factor in enhancing the comprehension and description of group phenomena.

The social identity approach is also useful for understanding and describing individual mechanisms of behavioral processes. To break down the postulated assumptions a bit further, individuals strive for a positive self-concept and use strategies to achieve it. Since a part of identity is derived from social group membership, and individuals strive to maintain a positive social identity, intentions and behaviors emerge (Turner et al., 1987). Thus, different strategies are a viable option. Even by differentiating between "us" and "them" intergroup conflicts may arise (Tajfel & Turner, 1979). For example, social comparison is one strategy. In this context, comparisons are made between groups (ingroup vs. outgroup), and one phenomenon is to evaluate one's own group (ingroup) more positively than other groups in order to strengthen one's social identity (i.e., positive social distinction), to achieve positive group membership (relative to other groups), and if not, to enhance or change this identification. Social mobility is therefore a key strategy that can be achieved through a variety of methods, including the process of leaving the ingroup, accepting the circumstances,

or engaging in social creativity or social action. Social action, for instance, involves the re-evaluation of ingroup attributes with the objective of enhancing them. Conversely, social competition, which is defined by the attempt to elevate the status of the ingroup, can exacerbate intergroup conflicts (Tajfel, 1974).

Social identity formation comprises both an interpersonal but also an intrapersonal dimension. Individuals are continuously self-defining (Tajfel, 1974). To do this, individuals find, develop, and define attitudes and behaviors within their own group (ingroup) and outside their own group (outgroup, i.e., interpersonally). These social situations are dynamic because “it is unlikely that there exist many examples of intergroup situations which are static in the sense that they consist of an unchanging set of social relationships between the groups” (Tajfel, 1974, p. 77). According to this prediction, social identity processes consist of interpersonal components, but also of certain ongoing dynamics within individuals.

Being a member of a group has a value and an emotional relevance to an individual (Bettencourt & Hume, 1999). Because individuals always strive for a positive self-concept and self-esteem, they join groups that provide this sense (e.g., status). In other words, a social identity is the part of an individual's self-concept that is derived from belonging to social groups and that has a strong influence on an individual's experience and behavior. Thus, daily experiences, attitudes and behaviors are driven not only by the individual's self, but also by the individual's overall identity (including various social identities), which results from belonging to certain groups to which different subjective meanings are ascribed. Social identity theory posits that social groups derive their meaning from comparisons with other groups, as they “achieve most of their significance in relation to perceived differences from

other groups and the value connotations of these differences" (Turner, 1975, p. 7). Therefore, social identity theory interprets and explains an individual's behavior as partly determined by group membership (i.e., in a social context).

To summarize previous theoretical key propositions, self-categorization theory is a more general metatheory compared to social identity theory. However, both are inseparable as *Social Identity Approach* and therefore have to be seen as the theoretical framework of this dissertation, since individuals categorize themselves and others according to their own "location within a system of social categories", which is why social identity can be understood as one's "own position within such a system" (Turner, 1975, p. 7). Therefore, identification with groups plays a pivotal role in explaining experiences, attitudes and behaviors—both intrapersonal and interpersonal. Consistent with this fundamental function, the next section delineates the social identity approach and its capacity to be applied to well-being, emphasizing the positive impact of social identification on well-being outcomes.

The Social Identity Approach Applied to Well-Being

The social identity approach applied to well-being (C. Haslam, 2018; S. A. Haslam, 2012; Jetten et al., 2017) has emerged as a fundamental framework for understanding health and well-being outcomes in social psychology (R. Brown, 2020). Research consistently shows that social identification in general serves multiple protective functions: it buffers against stress (S. A. Haslam & Reicher, 2006; Häusser et al., 2012; Ketturat et al., 2016), functions as a coping mechanism (Jetten et al., 2009), and promotes overall health and well-being—a phenomenon also termed the *Social Cure* (C. Haslam, 2018). In addition, the number of group memberships also critically determine health outcomes (S. A. Haslam,

2014; Jetten et al., 2017). These beneficial effects operate through several mechanisms. Social identities satisfy fundamental human needs for self-esteem, meaning, belonging, and control (Greenaway et al., 2016), while providing perceptions of social support (Frisch et al., 2014; S. A. Haslam et al., 2005). The influence of these groups, with which individuals identify, extends beyond cognitive and emotional aspects, shaping behavioral patterns that persist even in the physical absence of group members through shared values and direction.

This approach has demonstrated broad applicability across diverse research domains. Recent empirical investigations have examined its relevance in contexts including retirement adjustment (C. Haslam et al., 2023; La Rue et al., 2024), loneliness mitigation (McNamara et al., 2021), sports psychology (Glandorf et al., 2022; Murray et al., 2023; Thomas et al., 2019), and various organizational domains including leadership (Hogg et al., 2012), leadership development (S. A. Haslam et al., 2017), and broader organizational dynamics (e.g., Steffens et al., 2017). This broad body of evidence suggests that social identities function as crucial psychological sources that can substantially enhance individuals' health and well-being outcomes (e.g., Jetten et al., 2014). Conversely, recent research has also identified potential negative effects of social identification on health and well-being, particularly when associated with extreme performance norms or excessive group demands—a phenomenon also referred to as the *Social Curse* (Junker et al., 2024).

Specifically, the relationship between social identification and well-being in an organizational context has emerged as a phenomenon worthy of detailed investigation in the domain of occupational and organizational psychology (e.g., Greco et al., 2022). While research has established various mechanisms through which social identification promotes

well-being, important questions persist in organizational contexts about the precise mechanisms through which these effects manifest and their potential implications—both positive and negative—for well-being outcomes.

In the field of occupational and organizational psychology, a theory consists of four ingredients (Campbell & Wilmot, 2018): (1) A theory defines and clearly specifies the phenomena of interest (e.g., variables, constructs, or experimental manipulations). (2) It asserts how these phenomena are related, possibly outlining how a specific intervention should influence particular dependent variables. (3) The theory also identifies the key conditions (such as contexts or situations) under which certain relationships are expected to occur, as well as those in which they should not. (4) In addition, it provides an explanation for why these relationships are likely to be observed and, in some cases, why they may only occur under certain conditions. Thus, my research and both Study 1 and 2 are consistently grounded in the broader tenets of the social identity approach (C. Haslam, 2018; S. A. Haslam, 2012; Jetten et al., 2017; Tajfel & Turner, 1979; Turner et al., 1987) applied to well-being *and* performance.

In the following section, I will review the theoretical underpinnings of organizational identification research, before elucidating how and through which underlying mechanisms organizational identification may contribute to employees' well-being and performance.

The Social Identity Approach Applied to Organizations

This section briefly explores the history of the construct of organizational identification and the theoretical antecedents that facilitate the emergence of employees' organizational identification to better understand its dynamic nature.

Organizational Identification—A Brief Historical Outline. The construct of organizational identification has been extensively researched throughout history. This brief historical overview shows the development of this theoretical construct from its earliest rather systematic conceptualizations.

Initially introduced as a motivational theory by Foote (1951), organizational identification explained how individuals categorize their social environment to derive motivation for organization-aligned behaviors. This was later refined as an orientation dependent on situations that satisfy motivational states (M. E. Brown, 1969). A significant advancement came when Ashforth and Mael (1989) identified three key organizational implications: (1) Individuals pursue interests aligned with salient identity aspects. (2) Ingroup formation factors include cooperation, positive attitudes, loyalty, and pride. (3) Self-stereotyping through internalized identification increases perceived similarity to ingroup members and receptivity to group norms. Patchen (1970) characterized organizational identification as both recognition of shared characteristics and active support for organizational goals. S. M. Lee (1971) expanded this to include employees' perceptions of organizational prestige, management relationships, and advancement prospects. More recent research by Dutton et al. (1994) emphasizes that favorable perceptions of an organization enhance organizational identification through mechanisms like self-concept continuity, external organizational attractiveness, and positive distinctiveness that elevates self-esteem.

This historical perspective illustrates the extensive research on the construct of organizational identification, though many mechanisms remain unexplored.

How Organizational Identification Emerges. When individuals categorize others as ingroup members, even in basic organizational structures such as the formal organization as a whole, they develop more positive perceptions of their fellow organizational members. Even the most marginal group situations are sufficient for the paradigms and assumptions postulated in the social identity approach that individuals begin to act not as “I” but as “we” (Hogg & Williams, 2000). In general, when individuals begin to refer to others as members of their ingroup (e.g., in organizations with formally defined teams), they tend to perceive them more positively, which, for example, improves communication (Greenaway, Wright, et al., 2015), and makes ingroup members more trustworthy (Doise et al., 1972; Foddy et al., 2009). Organizations comprise multiple formal and informal subgroups (such as teams, departments, business units), which creates diverse potential levels for developing organizational identification, including identification with managers, leaders, followers, teams, the organization as a whole, occupations, professions, careers, and work itself (Atewologun et al., 2017).

The development of identity within and with organizations is an ongoing process that is constantly re-evaluated on an individual basis. One assumption about how internalized group membership emerges is that it is a cyclical process of sense-making, sense-giving, and sense-breaking (Ashforth et al., 2008). Accordingly, sense-making refers to how individuals interpret ambiguous information to create meaning; sense-giving involves the deliberate shaping of others' interpretative processes to establish specific narratives; and sense-breaking constitutes the purposeful disruption of existing interpretative frameworks. This process takes place within organizations and individual identity development in interaction with the

construction of identity narratives. These narratives emerge across multiple levels such as organization as a whole and teams due to the ambiguity of organizations as complex systems, while the emergence of organizational identification appears to be an intraindividual process. In the following part, the theoretical underpinnings of this intraindividual process will be described in more detail before more interpersonal process components are explained.

To better understand how organizational identification occurs, Vough (2012) proposes a two-stage model, with sense-giving coming first (answering: “Who are we?”, “What do we stand for?”, “How are we perceived by others?”) along with the experience an employee has already gained (e.g., previous experiences in interactions with other members, exposure to culture, norms, social exchange or day-to-day work). In the second stage, employees apply these two categories to their individual sense-making logics, answering: “How well do I know and understand the target?” (familiarity); “What do I share with the target?” (similarity); “What does the target provide me?” (benefits); “What or how much have I given to the target?” (investment), resulting in their individual identification with the certain social group at work. Consistent with this proposition, Bednar et al. (2020) more succinctly describe the sense-making process of developing a sense of organizational identification as an ongoing, two-sided process in which individuals answer the questions, one at a time, with hindsight and temporal presumption: (1) “Who am I?”, (2) “Who is this organization?”, (3) “Who am I in relation to this organization?”.

According to this perspective, the extent of identification with a group is not stable over time but varies within individuals. For example, there are motives that are relevant for identity formation (i.e., self-esteem, belonging, efficacy) in the sense that these motives

predict within-person changes in identification with the specific ingroup (Easterbrook & Vignoles, 2012). In addition, the motivations behind the process of identity definition (i.e., meaning, self-esteem, and distinctiveness) have been shown to predict changes in group identification within individuals.

Apart from the intraindividual process itself, team identification develops over time through several factors (e.g., psychological safety), with sense-making and sense-giving playing central roles (Johnson & Avolio, 2019). In addition, there are external conditions that may increase the tendency to identify with a particular social group at work, such as the distinctiveness of the group's values, the prestige of the social group, and the salience and awareness of outgroups (Ashforth & Mael, 1989). This phenomenon aligns with the postulations of self-categorization theory.

Among the perspectives just taken, literature suggests that development of organizational identification depends on a variety of organizational and personal characteristics (Weisman et al., 2022). More precisely, these can be (1) status-related characteristics such as external reputation, image, prestige of the organization (Carmeli et al., 2006), but can also (2) depend on internal relationships and the way an individual experiences cooperation with others (e.g., internal departments, managers, or fellow team members), as well as (3) on one’s own personal attributes, of which there are a variety (e.g., collectivist vs. individualist self-concept; Guo et al., 2018), individual work orientation, or personal needs.

Due to the high complexity of identity formation, organizational identification seems to be rather volatile and fluctuating. To illustrate, due to sudden changes in the environment

with consequences for external prestige (Weisman et al., 2022), for example, the extent of feeling identified with the specific organization may also change suddenly. Importantly, organizational identification exhibits dynamic properties that fluctuate in response to environmental changes (Conway et al., 2023; Stephens et al., 2020). These changes can be driven by many factors at work: shifts in organizational image or prestige, internal changes in commitment and purpose, mergers and acquisitions (Drzensky & Van Dick, 2013; Kroon & Noorderhaven, 2018), leadership transitions, and structural reorganizations. Managing these weekly or even daily changes requires substantial personal resources (Bakker et al., 2003; Bakker & Demerouti, 2007, 2017), which in turn can affect employees' well-being and performance. However, specific leadership styles, such as identity leadership, can foster organizational identification with the team, thereby enhancing employees' well-being (Krug et al., 2020).

The dynamic nature of organizational identification is evidenced by the temporal variability of its contributing external factors. While organizational identification has traditionally been conceptualized as a relatively stable construct, theoretical frameworks from social identity research on well-being suggest otherwise. Key determinants (i.e., antecedents) of organizational identification appear to fluctuate regularly, suggesting that organizational identification itself must be temporally variable, both within and between individuals. Social interactions, a fundamental driver of social identity formation, exhibit significant daily variations in both frequency and quality (Dimotakis et al., 2011; Wong & Kelloway, 2016). To illustrate, (1) contact patterns with team members vary in duration and modality (in-person vs. remote); (2) meeting frequency and thus social interactions fluctuate based on

project cycles and organizational demands; and (3) interaction quality varies across organizational contexts (e.g., team meetings, one-on-one, cross-functional collaboration, business unit level). These short-term variations in social interaction patterns suggest that organizational identification operates on a more dynamic temporal scale than previously recognized in the literature. Therefore, the extent to which employees identify with the organization appears to be much more dynamic than previously assumed.

Not only the frequency of social interactions at work, but also their perceived quality may play a crucial role, as together, they are relevant prerequisites for the formation of identification at work (Weisman et al., 2022). More examples that illustrate this are: receiving feedback from the direct line manager (Gabriel et al., 2014), feelings of envy that may force interpersonal conflicts (Tai et al., 2022), or positive versus negative valence (Rocklage et al., 2017). Thus, research approaches examining organizational identification as a dynamic, transient state are needed. Although studies on daily fluctuations in organizational identification remain limited, initial evidence suggests its significance. Theoretical findings on the emergence of organizational identification indicate that organizational identification can vary over short intervals, challenging the assumption of its temporal stability.

In essence, the strategic importance of fostering and sustaining organizational identification stems from its demonstrated impact on certain organizational outcomes. Research shows that strong identification at various organizational levels (e.g., team, department, organization) correlates with a wide range of positive work outcomes (Greco et al., 2022). However, organizational identification is inherently complex and temporally unstable because it depends on multiple parameters that themselves fluctuate over

time. This suggests a reconceptualization of organizational identification as a dynamic construct that exhibits daily variability rather than a static trait.

The Impact of Organizational Identification on Well-Being and Performance

This section examines how organizational identification affects employees' well-being and performance, along with the underlying mechanisms. It derives all the hypotheses for Studies 1 and 2, which investigate three specific psychological underlying mechanisms (global psychological need satisfaction, perceived social support, and detachment) across different levels.

How Organizational Identification Contributes to Employees' Well-Being

Organizational identification appears to be highly dynamic: On the one hand, a complex interaction of environmental, experiential, and personal factors constantly shapes employees' organizational identification. On the other hand, the dynamic nature of well-being in organizational contexts merits particular consideration, as it is inherently linked to social relationships and the individual's level of organizational identification. Research in occupational and organizational psychology has shown that social dynamics in the work setting have a significant impact on employees' well-being. Drawing from the social identity approach, studies demonstrate that organizational identification—when employees define themselves in part by their membership in the organization—yields substantial benefits for both employees' health and organizational outcomes (e.g., Jetten et al., 2017; Schneider & Northcraft, 1999). Understanding these identification-induced processes and their impact on employees' well-being has become crucial to developing workplace environments that

promote employees' well-being through fostering organizational identification and thereby supporting organizational success.

In general, social group membership fosters individuals' well-being by fulfilling fundamental human needs. More precisely, the central importance of social belonging at work stems from the innate social nature of humans, where social identity plays a critical role in developing self-worth and meaning in life through social ties (S. A. Haslam, 2014). Beyond the function of providing a framework for social perception (Turner et al., 1994), group memberships significantly contribute to individual health outcomes (e.g., S. A. Haslam & Reicher, 2006; S. A. Haslam et al., 2005; S. A. Haslam et al., 2009; Häusser et al., 2012) by fostering, for example, self-esteem, meaning, belonging, control, purpose, and efficacy.

Research shows that individuals who identify strongly with social groups are able to bounce back more easily and are therefore more resilient (Jones & Jetten, 2011), especially in challenging circumstances. Even in high-stress environments, social identification serves as a protective factor for coping with stressful situations, increasing well-being and resilience (Adarves-Yorno et al., 2020) through its health-promoting properties (Avanzi et al., 2021; Crabtree et al., 2010; Greenaway, Haslam, et al., 2015; Jetten et al., 2017; Van Dick et al., 2017). Considering the significant amount of time individuals spend at work, understanding and leveraging these social healing mechanisms is crucial to addressing and maintaining employees' well-being.

Given the previously established theoretical underpinnings of how organizational identification occurs, organizational identification must first be viewed as an intraindividual process. At this stage, it can be stated that this social identification at work may have a

tangible impact on employees' well-being, as indicated by an initial study. Away from the work environment, Ketturat et al. (2016) exposed in a rather short-term longitudinal field study a significant within-person fluctuation in social identification which led to a reduced perception of stress. Specifically, the study, which focused on ad hoc teams during university athletic entrance exams, provided the first evidence of links between social identification and individual well-being at the within-person level. However, this study was not able to examine the work context because its focus was on ad hoc teams of students who were not known to each other prior to the study and who participated in an admissions test that lasted a few hours. Despite this limitation, this research question warrants examination in workplace settings, as identification also develops at work and stress indicates employees' well-being.

Research has demonstrated that workplace stress can significantly impact employees' well-being, potentially leading to serious health concerns. Employees experience stress due to high job demands, low job control, and inadequate social support (Karasek et al., 1982; Lu et al., 2020; D. F. Parker et al., 1983; Spielberger et al., 2003)—conditions often exacerbated by limited organizational identification. These experiences can fluctuate daily. According to Lazarus and Folkman (1984), stress represents an individually perceived threat to well-being, defined as an appraisal of strain exceeding available resources due to person-environment interactions. In this context, stronger social identification at work can enhance employees' well-being and engagement, as organizational social ties promote happiness and reduce stress (De Giorgio et al., 2022), partly through increased social support. Just like organizational identification, well-being is a dynamic construct that varies within-persons depending on changing external circumstances and personal characteristics (Xanthopoulou et al., 2012).

Well-being at work exhibits considerable temporal variation, not only in its dynamics and social determinants but also in the diverse constructs used to conceptualize workplace well-being. Employees experiencing elevated stress levels are susceptible to emotional exhaustion, defined as a feeling "of being emotionally overextended and exhausted by one's work" (Wright & Cropanzano, 1998, p. 486). As a key indicator of diminished workplace well-being, emotional exhaustion shows substantial temporal variability attributable to changing work demands and resources (F. C. Lee et al., 2023). For instance, employees may experience significant energy level fluctuations between consecutive workdays (Albrecht & Anglim, 2018). This phenomenon represents an inherently intraindividual process, with research indicating that the majority of burnout variance—a construct significantly characterized by emotional exhaustion—occurs at the within-person level (Basinska & Gruszczynska, 2020). Such findings underscore how identification processes may operate at different temporal scales to influence emotional exhaustion as a well-being outcome.

However, well-being at work is also characterized by positive psychological states, with work engagement serving as a particularly significant indicator. Work engagement—a well-established positive marker of workplace well-being—is characterized by vigor, dedication, and absorption (Bakker & Schaufeli, 2015). This construct manifests as a psychologically dynamic state (Bakker, 2014) encompassing feelings of strength (mental resilience), enthusiasm, immersion (being fully concentrated), and job-related happiness (Bakker, 2011). Similar to emotional exhaustion, work engagement exhibits considerable temporal variability, fluctuating in response to workplace conditions and individual

experiences. In addition, research indicates that work engagement contributes to overall health, reduced psychological distress, and enhanced life satisfaction (Mazzetti et al., 2021).

Importantly, social factors—particularly a shared social identity—play a crucial role in fostering engagement (Meyer et al., 2006), which establishes a direct connection to organizational identification. When employees strongly identify with organizational values and goals, they develop a deeper personal investment in their work. This heightened identification can enhance work engagement, characterized by intrinsic motivation, through increased vigor, dedication, and absorption (Schaufeli & Salanova, 2011). The relationship between organizational identification and work engagement thus represents a positive manifestation of how social identity processes at work (i.e., organizational identification) affect employees' well-being, complementing the emotional-exhaustion-reduction mechanism previously discussed.

The concept of well-being at work also encompasses the notion of job satisfaction. Employees who identify with the organization tend to be more satisfied with their jobs, are happier, and more loyal because they are less likely to seek alternative employment opportunities (De Giorgio et al., 2022). Thus, those who incorporate the organization into their self-concept show greater job satisfaction, especially when experiencing high levels of vigor and dedication (Karanika-Murray et al., 2015). However, temporal fluctuations in job satisfaction, which are often influenced by job stressors (Loi et al., 2009; Rudolph et al., 2016), may be driven by organizational identification, as identified employees are better equipped to deal with demanding situations. Thus, employees who identify strongly with their organization typically experience greater job satisfaction because these employees

associate their personal identity with the organization, and thus experience a stronger sense of belonging and higher intrinsic motivation.

While the volatile nature of organizational identification and its theoretical short-term effects on emotional exhaustion, work engagement, and job satisfaction have yet to be fully documented, the literature strongly suggests the existence of within-person effects. Upon closer examination, research on organizational identification has predominantly focused on between-person differences through cross-sectional studies (e.g., Avanzi et al., 2015), yet understanding within-person variability is critical to comprehending the fluctuating nature of this construct. Specifically, within-person approaches examine individual-level correlations (Hamaker, 2012), capturing how an individual's experiences and responses vary across time and situations. Thus, within-person effects necessarily precede between-person effects (Neubauer et al., 2022), as individuals first experience and respond to situations in their own unique ways before these individual experiences and behaviors can be aggregated and compared across different groups to identify broader patterns or differences. Therefore, understanding the within-person dynamics of organizational identification is essential before drawing meaningful conclusions about between-person differences.

Based on the social identity approach applied to well-being, I put forward the following hypothesis at the intraindividual level:

Hypothesis 1: Daily organizational identification is positively related to employees' daily well-being.

The Mediating Role of Global Psychological Need Satisfaction. Global psychological need satisfaction functions as a critical underlying mechanism explaining how organizational identification affects employees' well-being. This mechanism elicits the process through which identification translates into enhanced well-being outcomes. The relationship is anchored in established motivational theories demonstrating that satisfying global psychological needs is essential for optimal psychological functioning and well-being. The term need satisfaction is used in different literatures, whereas its operationalization in this dissertation is done on a global level by capturing *global* psychological need satisfaction.

Despite varying theoretical perspectives on human needs, the social identity approach (C. Haslam, 2018; S. A. Haslam, 2012; Jetten et al., 2017; Tajfel & Turner, 1979; Turner et al., 1987) provides a distinct framework for understanding need satisfaction in organizational contexts. Specifically, the construct of global psychological need satisfaction encompasses four fundamental needs predominantly fulfilled through social identification: self-esteem, meaning, belonging, and control (Greenaway et al., 2016). This mechanism offers a coherent explanation for how organizational identification affects employees' well-being through global psychological need satisfaction. Following Greenaway et al. (2016), needs "are satisfied (and thwarted) by social identity gain (and loss), and that it is partly through this need satisfaction process that social identities structure individuals' health" (p. 296).

Social identity theory explains that individuals derive significant aspects of their self-concept from group memberships, with organizational identification serving as a powerful vehicle for fulfilling employees' global psychological needs. As Turner et al. (1979)

articulate, group membership provides "a positive group identity which enhances self-esteem" (p. 190), establishing a key mechanism for need satisfaction. Through processes such as social comparison, individuals seek a positive distinctiveness within their groups, which directly strengthens their self-esteem (S. A. Haslam et al., 2009).

On the one hand, the need to belong (K.-A. Allen et al., 2022) is particularly significant within the social identity approach (Tajfel & Turner, 1979; Turner et al., 1987). In workplace groups, employees experience acceptance and appreciation, especially when strongly identified with their organization, which enhances their well-being. Individuals actively seek identification with groups that enhance their social status (Abrams & Hogg, 2006), and thus where they expect their needs to be met. Feelings of control, on the other hand, positively influence life satisfaction (Helzer & Jayawickreme, 2015), extending the benefits of well-being beyond the workplace.

When employees identify with their organizations, this identification creates a virtuous cycle of need satisfaction and enhanced well-being. The identification process satisfies employees' need to belong, which promotes overall well-being. More specifically, organizational identification triggers a cascade of positive psychological outcomes through need satisfaction mechanisms. When employees' needs are met through organizational identification, they experience enhanced intrinsic motivation and increased resilience to stress (Waterschoot et al., 2024). Conversely, need frustration can provoke defensive reactions, including withdrawal or counterproductive work behaviors (Harold et al., 2016). The satisfaction of psychological needs translates the benefits of organizational identification into tangible outcomes: increased motivation, engagement, and emotional stability, which enhance

both well-being and performance (Bakker & Oerlemans, 2019; De Gieter et al., 2018). This shows how important it is that needs are met in order to achieve positive outcomes at work.

Need satisfaction represents a fluctuating state rather than a stable condition. The extent to which needs are satisfied varies notably within individuals from day to day—more prominently on a daily basis than weekly (Coxen et al., 2021). This dynamic nature of need satisfaction aligns with the observation that individuals perceive their environment with temporal variability rather than stability. Therefore, needs must be met every day.

Research demonstrates that need satisfaction mediates numerous relationships in occupational and organizational psychology, including those between job demands and well-being, personal resources and well-being, and job pressure and burnout (Aldrup et al., 2017; Bartholomew et al., 2014; Boudrias et al., 2014). The ability to derive meaning from routine tasks contributes to health (Reker et al., 1987). Thus, organizational identification may lead to need satisfaction, which is manifested in greater perceived meaning and control at work. This, in turn, contributes to employees' well-being.

Teams, which feature strong social connections in daily work, provide essential socialization and control functions while satisfying individual psychological needs through identification (Riketta & Van Dick, 2005). In contrast, when organizational identification fails to fulfill daily needs, negative outcomes such as work-related boredom may emerge (Van Hooff & De Pater, 2019), undermining employees' well-being.

Overall, the satisfaction of global psychological needs (self-esteem, meaning, belonging, and control; Greenaway et al., 2016) appears particularly relevant at the daily level. When employees can satisfy their daily needs through organizational identification, this

positively affects their well-being. The day-to-day variability in need satisfaction suggests that organizational identification exerts its effects on employees' well-being through dynamic mechanisms rather than being stable over time. Consequently, a positive indirect effect of employees' daily organizational identification through employees' daily global psychological need satisfaction on their daily well-being is theoretically supported. In this regard, I put forward the following hypothesis:

Hypothesis 2a: Daily organizational identification has a positive indirect effect on employees' daily well-being through employees' daily global psychological need satisfaction.

The Mediating Role of Perceived Social Support. Social identification acts as an predictor of well-being (S. A. Haslam, 2012) in the way that a feeling of belonging increases the likelihood for social support, which in turn enhances health and well-being. However, social support comes in several forms (Lakey & Cohen, 2000): (1) Emotional support, which includes affection, compassion and providing understanding (e.g., listening when a fellow team member is overwhelmed), which can help to reduce stress and cope with emotional strain (e.g., House, 1983). (2) Instrumental support, such as practical assistance with materials to help a person overcome specific difficulties (e.g., borrowing a charging cable from a fellow team member at work). (3) Informational support, which involves providing information (e.g., notifying organizational changes when someone has been on vacation and missed them), giving hints or advice (e.g., demonstrating how to get the most out of a technical tool at work), but also pointing out possible solutions (e.g., showing options) so that someone else can, for example, solve a task where they are stuck (Wills & Shinar, 2000).

Social support can therefore enhance employees' well-being in several ways. Social support can be perceived (Häusser et al., 2023) or is sometimes invisible (Bolger et al., 2000), and it can be provided (Nurullah, 2012) or received (Haber et al., 2007). Additionally, social support builds up resources (Hobfoll, 1989, 2002) that promote well-being. Although research on social support can be viewed through different theoretical lenses (Jolly et al., 2021), social support as a mediator influenced by organizational identification will be interpreted and argued through the social identity perspective in the present dissertation. The subsequent part will utilize the term social support more generally and contingent upon the referenced research. However, the central focus of this dissertation is on the empirical evidence of *perceived* social support as a mediator. Thus, perceived social support as a psychological construct indicates the individual receipt and perception of social support.

Perceived social support represents an ideal construct for examining the relationship between organizational identification and employee well-being through the social identity approach (C. Haslam, 2018; S. A. Haslam, 2012; Jetten et al., 2017; Tajfel & Turner, 1979; Turner et al., 1987). Both within and beyond the workplace, employees' experiences, attitudes and behaviors are influenced by the social support they perceive at work. This form of support emerges from social identification processes and strengthens collective identity (the "we" spirit), encompassing interactions where individuals receive emotional, instrumental, or informational assistance from fellow ingroup members.

Häusser et al. (2023) specifically differentiated between emotional and practical support, while conceptualizing perceived social support as bidirectional—arising from identification and simultaneously promoting it. This well-established link to social

identification makes perceived social support particularly suitable for investigation within the social identity framework at the within-person level in organizational contexts. For the purposes of this dissertation, perceived social support is defined as a dynamic phenomenon encompassing both relationship quality and individual perceptions of available support that stems from identification with specific social groups at work. This support manifests in two forms (i.e., emotional and practical support), with this research focusing specifically on the unidirectional relationship where organizational identification serves as a predictor variable for perceived social support.

Organizational identification functions as a critical antecedent to perceived social support at work, establishing the underlying mechanism through which supportive interactions develop into enhanced work-related outcomes, including improved well-being. When employees strongly identify with their organization, their perceptions of social support are substantially enhanced. This occurs because shared organizational identity creates a context in which supportive gestures are more likely to be welcomed and accurately interpreted as beneficial. Specifically, organizational identification establishes a foundation of trust and common purpose that increases the likelihood that social support will be perceived positively rather than with skepticism. Moreover, this shared identification serves as a protective buffer that prevents supportive actions from being misinterpreted as intrusive, condescending, or motivated by ulterior motives—interpretations that might otherwise occur in the absence of strong organizational identification (Bolger et al., 2000). An employee who identifies with the organization is therefore more likely to: (1) perceive support positively without misinterpretation, (2) willingly accept offered support, (3) recognize that support

contributes to the success of both the organization and team, thereby enhancing the benefits of social group membership, as individuals seek positive identity through group belonging (Hogg & Abrams, 1990), and (4) receive more support, as poorly identified individuals who may pursue self-interested goals often receive less social support from others (Avanzi et al., 2015; S. A. Haslam et al., 2005).

Employees belonging to the same social group at work (ingroup) are more likely to both receive and perceive social support compared to individuals from different groups (outgroup)—regardless of whether all parties belong to the same formal organization (Riketta & Van Dick, 2005). This phenomenon can be explained by the fact that identification can develop even with individuals outside one's formal organizational boundaries, such as when collaborating with consultants on projects with common overarching goals.

In the context of social support, when a team member faces an important work project, another team member who shares this sense of belonging is likely to offer assistance because such support is perceived positively, strengthening team cohesion and facilitating the achievement of shared goals. The manifestation of social support extends beyond peer relationships to include hierarchical dynamics within leadership contexts. Longitudinal research has demonstrated a positive correlation between social support provided by managers and subsequent increases in employees' identification with both their managers and team members (Horstmeier et al., 2016).

Empirical evidence strongly supports the mediating role of perceived social support in the organizational identification-well-being relationship. Avanzi et al. (2021) demonstrated through a three-wave longitudinal study that organizational identification reduces

psychological distress specifically through the mechanism of enhanced social support. This causal pathway mechanism is compelling because organizational identification creates the conditions necessary for effective social support to occur.

Furthermore, organizational identification transforms the very nature of support interactions. Van Dick and Haslam (2012) explain that identification creates a context where support is both more readily offered and more effectively utilized. This occurs because shared identity establishes mutual trust and common understanding that makes support exchanges more meaningful and impactful. The resulting social support directly enhances multiple dimensions of employees' well-being, including reduced stress, increased job satisfaction, and improved emotional resilience (Häusser et al., 2023). Thus, when employees identify with their organization, two processes occur simultaneously: first, they become more attuned to recognizing supportive behaviors from others as genuine and valuable; second, they interpret this support within the context of shared organizational goals rather than viewing it with suspicion. This heightened receptivity to support directly enhances employees' well-being by providing employees with psychological sources to manage workplace demands.

There are compelling reasons to examine perceived social support as a mediator in the relationship between organizational identification and employees' well-being (Van Dick & Haslam, 2012). Not only is social support more readily available and positively received by employees who identify with their organization (those who experience shared group membership and common goals), but it also significantly enhances various aspects of well-being, as social groups within organizations often focus on enhancing desirable outcomes such as performance and satisfaction. While this suggests organizational

identification precedes social support in typical workplace contexts, recent research by Häusser et al. (2023) indicates that in groups specifically designed for support, there is a causal relationship, with social identification fostering subsequent social support.

Empirical evidence supports this theoretical framework. In a two-stage mediation model, Avanzi et al. (2015) demonstrated that employees who strongly identify with their organization are more likely to receive social support, which enhances collective efficacy and subsequently reduces burnout. This sequential relationship suggests that organizational identification precedes social support, serving as a prerequisite for both the emergence of supportive behaviors and the psychological receptivity to perceive them as beneficial.

When employees perceive social support within their organizational context, work-related tasks become more manageable and enjoyable, while potential challenges appear less daunting. For example, emotional support derived from organizational identification (e.g., team identification) can effectively prevent employees' disengagement from work (Frenzel et al., 2022). Specifically, social support enhances employees' well-being by increasing the likelihood of achieving work-related goals (Bakker, 2014), while facilitating personal growth and development (Bakker & Demerouti, 2017).

Taken together, there are many sound reasons for the health-promoting effect of social support in general, as it benefits individuals in four primary ways (S. A. Haslam et al., 2005): emotional support that fosters acceptance and self-worth; social companionship providing connection and interpersonal contact; instrumental support in the form of tangible resources and financial assistance; and informational support that offers valuable knowledge for managing and addressing potential stressors. Therefore, it is theoretically reasonable to

assume that perceived social support stems from organizational identification and will have a positive impact on employees' well-being—on a daily level. In line with theory, I put forward the following hypothesis:

Hypothesis 2b: Daily organizational identification has a positive indirect effect on employees' daily well-being through daily perceived social support.

Different Levels of Organizational Identification: Organization Versus Team. Organizations are characterized by a multi-tiered structure, encompassing a spectrum of potential group memberships ranging from the overarching organizational level to discrete team units. This multilevel configuration provides a compelling rationale for conducting a multifaceted investigation of the positive effects of organizational identification on employees' well-being (i.e., applying the social identity approach) across two different levels of organizational identification. As demonstrated in the previously discussed studies, varying levels of identification often serve as focal points of examination. At this juncture, it is essential to establish clear distinctions and delineations regarding these frames of reference: in Study 1 of this dissertation, organizational identification and team identification are distinguished as two levels of organizational identification.

Meta-analytic evidence strongly supports the application of the social identity approach at the organizational level, mirroring and extending these broad findings to other research questions. Analyzing nearly 60 studies, Steffens et al. (2017) showed that social identification at work positively correlates with employees' well-being, emphasizing that workplace stress and health outcomes stem not only from individual characteristics but also from group and organizational dynamics. Further substantiating this multilevel perspective,

a comprehensive meta-analysis encompassing over 450 studies (N = 179,442) confirmed the value of examining different identification levels when assessing psychological well-being (Greco et al., 2022). Therefore, “individuals’ stress and health at work are grounded not just in individuals’ personal capabilities and shortcomings but also in groups and organizations as a whole” (Steffens et al., 2017, p. 22-23). Organizational identification can be defined as a transient, highly dynamic, state-like psychological phenomenon characterized by the perceived (i.e., intraindividual) congruence between an employee's self-concept and their perception of their organization.

Teams represent a critical social unit within organizations, frequently functioning as employees' predominant point of social interaction from their initial day of employment. Research suggests that teamwork provides distinctive psychological benefits, including social-emotional support and competence enhancement (N. J. Allen & Hecht, 2004). The work and social environment has been shown to significantly influence employees’ identification (e.g., Ashforth et al., 2022), with social membership playing a fundamental role in fostering employees’ integration (Berger, 2006), in which fellow team members are particularly involved. Teams provide a supportive function that improves health outcomes, such as reducing fatigue (Frenzel et al., 2022), by creating collaborative spaces, emotional support, and distributed workload management that can mitigate individual strain.

Specifically, team identification has sometimes been shown to have stronger stress-buffering effects than organizational identification (Greco et al., 2022), suggesting that smaller organizational units may have a more significant day-to-day impact on employees’ well-being (D. Van Knippenberg & Van Schie, 2000), making it worthwhile to consider the

level of team identification in addition to organizational identification as a whole. In analogy to organizational identification, team identification can be defined as a transient, highly dynamic, state-like psychological phenomenon characterized by the perceived (i.e., intraindividual) congruence between an employee's self-concept and their perception of their fellow team members at work.

In addition to organizational identification, proximity and frequent interaction within teams make them particularly susceptible to daily fluctuations through social interaction, which merits a distinction between these two levels of organizational identification. This theoretical foundation supports extending the investigation of the previously proposed organizational-level identification effects (Hypothesis 1 and Hypothesis 2) to the team level, recognizing the distinct yet complementary nature of these identification levels. Therefore, all hypotheses derived so far will also be extended to the team level to support this assumption:

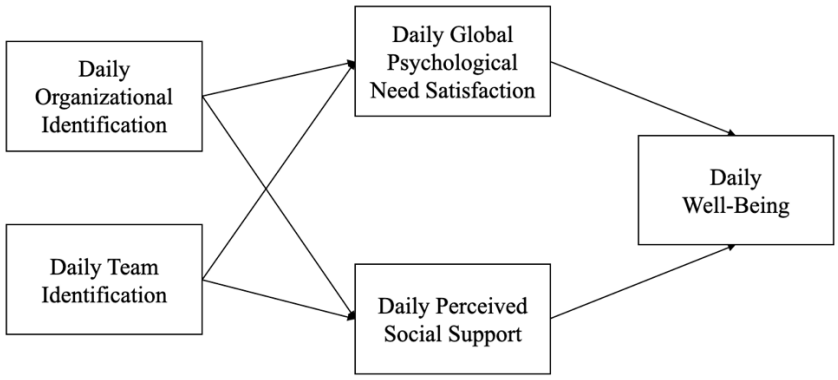
Hypothesis 3: Daily team identification is positively related to employees' daily well-being.

Hypothesis 4a: Daily team identification has a positive indirect effect on employees' daily well-being through employees' daily global psychological need satisfaction.

Hypothesis 4b: Daily team identification has a positive indirect effect on employees' daily well-being through daily perceived social support.

Figure 1

Theoretical Model: Hypothesis 1 to Hypothesis 4 (Study 1; Within-Person)



Definition of Well-Being in This Dissertation. In the literature, the concept of well-being is defined in a variety of ways, depending on the specific context and the research question being addressed. To establish a clear distinction of the well-being construct and to select corresponding measures for the research design, it is necessary to provide a precise definition. I conceptualize from the theory, that in this dissertation (including Study 1 and Study 2) employees' well-being is defined as low levels of emotional exhaustion, high levels of work engagement, and moderately high levels of job satisfaction. These three constructs will be introduced in more detail in the following parts.

Emotional Exhaustion. Emotional exhaustion, conceptualized as a negative-deactivated state (Sonnentag, Völker, et al., 2024), has been identified as a core symptom of burnout. This construct is defined as a "basic individual stress dimension" (Maslach et al., 2001, p. 399). Therefore, a low level of emotional exhaustion is indicative of well-being in the work context. A meta-analytic approach has revealed a robust correlation between this exhaustion and job satisfaction, as well as organizational commitment, and a modest

correlation with turnover intentions (Alarcon, 2011). Work or social interactions are known to consume energy, resulting in volatile, fluctuating levels of emotional exhaustion (e.g., Basinska & Gruszczynska, 2020; F. C. Lee et al., 2023; Moreno-Jiménez et al., 2022). Emotional exhaustion is therefore a negative indicator of employee well-being.

Work Engagement. Work engagement is defined as a "positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (Schaufeli et al., 2002, p. 74), which is negatively related to burnout and arises from, among other job resources, social support as an antecedent (Bakker & Schaufeli, 2015). Thus, work engagement is a positive-activated state (Sonnentag, Völker, et al., 2024) that encourages employees to generate positive feedback for themselves to feel valued and thus create a sense of success due to a positive attitude and increased level of activity (Bakker, 2010).

Engaged working appears to be the key to employee performance (Bakker & Demerouti, 2017) and may even predict future task performance (Neuber et al., 2022). Moreover, work engagement fluctuates daily, while indicating employees' well-being (Bakker, 2014; Demerouti et al., 2015; Kunz et al., 2024; Sonnentag, 2003; Sonnentag & Kühnel, 2016; Sonnentag et al., 2020; Venz et al., 2018). Therefore, organizations aim to increase work engagement by adapting working conditions not only in the long term, but also in the short term (Schaufeli et al., 2009). For example, the provision of guidance to employees is associated with increased work engagement (Breevaart et al., 2015). Similarly, the daily extent of transformational leadership (Breevaart & Bakker, 2018), which supports the development of identification, has a positive effect on work engagement (Gozukara & Simsek, 2015). At the intraindividual level, an engaged employee is even more likely to

perform better in terms of in-role (i.e., meeting formal requirements) and extra-role (i.e., voluntarily doing more) performance on a weekly basis (Bakker & Bal, 2010). The presence of job resources (e.g., autonomy) can increase work engagement, which subsequently has the potential to improve organizational climate (Salanova et al., 2005). Work engagement can also serve as a protective factor against burnout (Upadyaya et al., 2016), highlighting its role as an indicator of employees' well-being.

Job Satisfaction. Job satisfaction is a positive-deactivated state (Sonnentag, Völker, et al., 2024). Given that rather strongly identified employees are more likely to feel that they are doing their job within the organization's favorable work environment, identification with the organization increases job satisfaction (Karanika-Murray et al., 2015; Van Dick, Christ, et al., 2004; Van Dick et al., 2008). Thus, job satisfaction appears to be a result of organizational identification (Karanika-Murray et al., 2015; Van Dick & Haslam, 2012), as employees who identify with their organization feel more connected to organizational goals and values, which in turn increases their job satisfaction—and therefore indicates employees' well-being.

How Organizational Identification Contributes to Employees' Performance

While organizational identification has many benefits for employees' well-being, research shows that it also improves various performance outcomes at work (e.g., Greco et al., 2022). Analogous to the previous part on well-being, I apply the social identity approach (C. Haslam, 2018; S. A. Haslam, 2012; Jetten et al., 2017; Tajfel & Turner, 1979; Turner et al., 1987) to explain the theoretical link between organizational identification and employees' performance. Performance and well-being are inherently interconnected in

organizational settings (Obrenovic et al., 2020; Salgado & Moscoso, 2022; Taris & Schreurs, 2009; Wright & Cropanzano, 2000). Therefore, it seems worthwhile to consider not only employees' well-being as an outcome of organizational identification, but also performance. Thus, according to the literature, it is reasonable to assume that "social identifications in organizations are as important for individuals' health and well-being as they are for their productivity and performance" (Steffens et al., 2017, p. 26). When employees identify with their organization, they see organizational goals as their personal goals, resulting in enhanced performance as they feel personally involved. This relationship extends beyond individual contributions to team performance, with evidence not only from sports contexts (Thomas et al., 2019), but also from workplace settings (Solansky, 2011). Given the multifaceted nature of performance, this section will first explain why an employee who identifies with the organization will perform better—applying the social identity approach (C. Haslam, 2018; S. A. Haslam, 2012; Jetten et al., 2017; Tajfel & Turner, 1979; Turner et al., 1987). Subsequently, the construct of performance will be defined within the context of this dissertation.

Job performance in organizations is influenced by multiple factors (Carmeli et al., 2007; Lin & Peng, 2010), with organizational identification emerging as a critical determinant of how an employee approaches and executes their work responsibilities. Importantly, performance itself is conceptualized and measured in various ways throughout the literature, necessitating a careful distinction between its different forms.

Performance is commonly differentiated into two main categories: (1) in-role performance, which refers to the fulfillment of formal job requirements, and (2) extra-role

performance, which involves exceeding standard expectations (E.-S. Lee et al., 2015). In-role performance encompasses meeting basic job requirements explicitly outlined in formal job descriptions. In contrast, extra-role performance manifests through behaviors such as organizational citizenship behavior (OCB), defined as “performance that supports the social and psychological environment in which task performance takes place” (Organ, 1997, p. 95). OCB is widely recognized as a closely related concept to extra-role performance (Liu et al., 2011), and is conceived as a form of extra-role performance. Specifically, extra-role performance includes actions that go beyond formal requirements—helping others at work without formal recognition, attending voluntary meetings, and engaging in team activities beyond stated responsibilities (P. M. Podsakoff et al., 2000).

Research shows that organizational identification correlates positively with multiple performance-related outcomes, including increased job involvement, satisfaction, and affective commitment and a particularly strong relationship with extra-role performance (E.-S. Lee et al., 2015). This relationship exists because employees who strongly identify with their organization internalize organizational goals as personal goals (Van Dick, Grojean, et al., 2006, D. Van Knippenberg, 2000), which directly influences their engagement in, for example, organizational citizenship behaviors (Organ, 1997). This internalization manifests through discretionary behaviors benefiting the organization, such as actively supporting the onboarding and integration of new hires (Sluss et al., 2012).

Research consistently demonstrates the relationship between organizational identification and employee performance. Empirical evidence suggests that organizational identification influences an individual's sense of purpose, which fluctuates on a daily basis

(Pfund et al., 2024) and significantly affects performance outcomes. While formal contracts typically specify only in-role performance requirements, organizational identification drives voluntary extra-role performance that is beneficial to organizational functioning.

The literature indicates that different levels of organizational identification—whether with the organization as a whole or with specific teams—may influence different types of organizational citizenship behaviors (Van Dick, Grojean, et al., 2006). Transformational leadership has been identified as a key mechanism that strengthens employees' identification and subsequently enhances performance (Zhu et al., 2012). Studies have shown that this leadership approach fosters a stronger emotional connection to the organization, increasing employees' sense of belonging and loyalty, which affects their performance (Schwarz, 2017). Additionally, employees who feel strongly supported by their organization tend to develop deeper organizational identification when led by authentic leaders, subsequently increasing their willingness to perform beyond the required duties through organizational citizenship behaviors (Jun et al., 2025)—thus, showing extra-role performance.

Research by D. Van Knippenberg and Hogg (2003) highlights that leaders' effectiveness in driving performance is significantly related to how well they embody group values and identity. This is in line with other empirical findings demonstrating that when leaders effectively promote organizational identification, employees exhibit improved task performance and helping behaviors (Cavazotte et al., 2013). Research shows that enhancing organizational identification through various approaches, for example, leadership styles that connect employees with organizational values, improves performance by encouraging voluntary extra-role performance as employees internalize organizational goals.

Organizational identification directly enhances individual work performance through several mechanisms. When employees identify strongly with their organization, they work more vigorously, especially when supervisors cultivate strong social bonds (Carmeli et al., 2009). This increased state-like (i.e., fluctuating) work engagement translates into superior task performance, especially when it is characterized by high levels of dedication (Bakker et al., 2012). Organizational identification enhances an individual's sense of work-related meaning (Bednar et al., 2020) and intrinsic motivation (Cerasoli et al., 2014), both of which are crucial drivers of improved performance. In addition, highly identified employees exhibit better collaborative behaviors due to reduced individual egoism (De Cremer et al., 2008), increased trust in colleagues (Cruwys et al., 2021; Voci, 2006), and a greater willingness to share knowledge. Their stronger identification also leads to more effective collaborative problem-solving approaches (Ando, 1999), directly contributing to higher individual performance. Additionally, highly identified employees deal with conflicts at work in a more constructive, solution-oriented manner (Han & Harms, 2010), further boosting performance.

For example, when employees feel supported by their social environment, they experience improved well-being through easier work goal achievement, fostering personal growth and sustained performance (e.g., Bakker, 2014; Bakker & Demerouti, 2017). Furthermore, this sense of identification and belonging helps sustain performance by protecting against burnout (Murray et al., 2023), as employees feel supported within their team environment. Additionally, a higher identification has an impact on individuals' behavior as ingroup norms become more guiding to highly identified members (Jetten et al.,

1997), which can be, in turn, beneficial for their performance due to lived organizational values, team culture, achievement goals or general formal organizational guidelines.

Organizational identification and employees' performance both show daily variability. Apart from organizational identification, job performance is not stable and instead varies within-persons (e.g., weekly; Binnewies et al., 2010). Thus, performance fluctuates within individuals over time and should be considered dynamic (Beal et al., 2005), making it essential to identify "the conditions under which an individual is performing at best versus the conditions under which an individual is performing below his or her average" (Binnewies et al., 2009, p. 68). However, it is also crucial to identify the underlying mechanisms that are relevant to intraindividual performance. Given the considerable variability in affective experiences, even within a single day, the resulting variability in performance is referred to in the literature as *Episodic Performance* (Weiss & Merlo, 2020). In addition, organizational identification fluctuates on a daily basis, exerting an influence on employees' motivation and cooperative behavior (i.e., in turn affecting their performance). Consequently, there is substantial theoretical justification for examining the daily influence of organizational identification on employees' performance. This consideration is particularly crucial because performance research typically employs cross-sectional or longitudinal methods (e.g., Nielsen et al., 2017), yet actual performance levels tend to fluctuate over much shorter time intervals. Therefore, in most cases, no causal relationship can be established.

The social identity approach (e.g., Tajfel & Turner, 1979; Turner et al., 1987) posits that positive self-esteem development is contingent upon individuals identifying with social groups that engender favorable distinctiveness. However, the relationship between

performance and organizational identification is bidirectional in nature. Past performance can enhance identification with the organization (Carmeli et al., 2007), while identification can simultaneously enhance subsequent performance, indicating a reciprocal relationship. These findings align with broader theoretical perspectives suggesting that organizational identification and team identification can function as both antecedents and consequences when examining various organizational variables, such as tenure, in-role performance, and extra-role performance (Riketta, 2005).

While both directions are theoretically plausible and empirically supported, this research will focus on organizational identification as an antecedent of performance rather than as an outcome. This conceptualization aligns more closely with the fundamental premise of the social identity approach (Tajfel & Turner, 1979; Turner et al., 1987), as it emphasizes how identification with desirable distinct social groups first establishes the psychological foundation from which employees' performance (i.e., behavior) emerges. Thus, this approach is particularly appropriate, as identification can lead to higher performance through the internalization of ingroup goals (i.e., organizational goals). Specifically, when employees identify strongly with their organization, they perceive organizational success as personal success, fostering a sense of responsibility that drives enhanced performance outcomes.

Organizational identification fosters longer-term relationships through increased employee loyalty. Although organizational identification is dynamic over time, strong social ties at work create a more stable environment, leading to increased efficiency and quality of work as both social identification and social support strengthen over time (Häusser et al., 2023). Employees who identify strongly with their organization see it as an integral part of

their personal identity, reducing the likelihood of voluntary turnover (Van Vugt & Hart, 2004). Thus, this strong identification reduces their tendency to seek alternative employment opportunities and ensures continuity in projects and processes. In addition, highly identified employees are less likely to engage in disengagement behaviors such as absenteeism or tardiness (Griepentrog et al., 2012), and therefore maintaining performance.

Organizations might have to adopt a strategic approach, necessitating an understanding of the potential behaviors displayed by their employees. According to social identity theory, individuals with a weak sense of social identity seek to establish a sense of belonging to a particular social group. They employ various strategies to mitigate the experience of a weak sense of bond with their social group (Abrams & Hogg, 2006). To achieve a positive self-concept, these individuals may seek a social identity that offers such an experience elsewhere if the current organization cannot convey this striven sense.

The intention to exhibit a certain behavior is known to be a reliable predictor of that behavior manifesting in the future (Fishbein & Ajzen, 1975). To sustain performance, it is imperative that employees feel bound to the organization—day in and day out—so that they do not want to leave on their own fruition. In this context, turnover intention is defined as the voluntary willingness to leave an organization. Avanzi et al. (2014) provide an apparent link from perceived organizational support to identification, which is likely to reduce emotional exhaustion (as part of well-being) and, in turn, an employee's turnover intention. Employees who experience a sense of identification with their organization are glad to be part of it (Doosje et al., 1995) and are therefore more likely to stay with the organization driven by their continuous pursuit of positive self-esteem (Hogg, 2003). The enhancement of self-

concept is directly associated with improved job performance (Judge et al., 1998). Therefore, employees are motivated to strive for excellence in their daily performance because it directly reinforces their positive self-concept when organizational identification is available.

The relationship between organizational identification and performance is manifested through measurable indicators that reflect employees' day-to-day behaviors and outcomes. Research shows that organizational citizenship behavior, which emerges from strong organizational identification, enhances employees' overall performance while simultaneously reducing turnover intentions and actual turnover (N. P. Podsakoff et al., 2009). Organizations can leverage this relationship by using organizational identification as a strategic retention tool, as higher levels of identification consistently correlate with lower voluntary turnover (Niu et al., 2022) in employees' daily work lives. Therefore, understanding the impact of organizational identification enables organizations to implement targeted strategies to increase organizational identification, which then directly supports critical day-to-day performance outcomes such as employee retention (i.e., reducing turnover intention).

Overall, research consistently shows that strong organizational identification leads to increased employee performance through enhanced motivation and job satisfaction, resulting in greater in-role and extra-role performance (e.g., Greco et al., 2022), as well as improved rewards and reduced turnover intentions (S. M. Lee, 1971). While this relationship is well established, the day-to-day dynamics of how organizational identification enhances performance—particularly from a social identity perspective at the within-person level—remain understudied despite their potential relevance. Social identity theory positions organizational identification as a critical element of the self-concept that drives performance

because achieving organizational goals becomes equivalent to achieving personal goals. This theoretical framework suggests that performance, along with well-being, is a key outcome variable for examining the day-to-day effects of organizational identification. On this basis, I put forward the following hypothesis:

Hypothesis 5: Daily organizational identification is positively related to employees' daily performance.

The Mediating Role of Global Psychological Need Satisfaction. The relationship between organizational identification and employees' daily performance can be theoretically explained through the mediating mechanism of global psychological need satisfaction. This pathway mechanism is firmly grounded in social identity theory and provides a coherent explanation for how identification translates into enhanced performance outcomes.

Social identity theory posits that individuals derive a significant portion of their self-concept from group memberships (Tajfel & Turner, 1979). Specifically, "human beings are fundamentally and pervasively motivated by a need to belong" (Baumeister & Leary, 2017, p. 522). When employees identify with their organization, this identification satisfies not only their need to belong but four core psychological needs: the need for self-esteem, the need for meaning, the need for belonging, and the need for control (Greenaway et al., 2016). These needs, collectively termed *global* psychological needs, serve as critical intraindividual sources that drive employees' performance (i.e., performance-oriented behaviors at work). When organizational identification satisfies employees' global psychological needs, several performance-enhancing mechanisms are activated.

First, identification with a positively valued organization enhances self-esteem, which in turn drives employees' performance aimed at maintaining the positive status of one's group. For example, team identification directly influences performance outcomes precisely (Scott, 1997) because employees strive to uphold the positive distinctiveness of their group through achievement-oriented behaviors.

Second, identification satisfies the need for meaning by facilitating the internalization of organizational goals as personally significant. This internalization transforms extrinsically motivated tasks into intrinsically rewarding activities, fostering greater engagement and persistence with work tasks (S. A. Haslam et al., 2009).

Third, satisfaction of belonging needs through organizational identification promotes stronger interpersonal connections and reduced group conflict. Research demonstrates that behaviors enhancing team cohesion, including prosocial rewards, significantly improve performance (Anik et al., 2013), while the reduction of team conflict leads to measurably better performance outcomes (Au, 2010). By satisfying the fundamental need to belong, organizational identification fosters a collective sense of competence that enables teams to coordinate their efforts more effectively and achieve superior results.

Fourth, when identification satisfies the need for control, employees develop stronger agency beliefs regarding their capacity to influence workplace outcomes. This enhanced sense of control enables employees to exceed basic role requirements and engage in discretionary behaviors that benefit the organization, as social groups offer personal benefits by not just uplifting individuals' spirits, but also empowering them to feel competent and in charge of their own lives (Greenaway, Haslam, et al., 2015).

Fifth, the satisfaction of global psychological needs through organizational identification yields specific performance benefits. When employees integrate organizational competencies into their self-concept, their confidence in tackling challenging tasks increases, leading to greater persistence and improved performance outcomes. This is further facilitated by the positive influence of group membership on self-esteem, which significantly impacts individuals' perceived self-worth (Jetten et al., 2015). When organizational identification satisfies self-esteem needs, employees' desire to leave the organization diminishes (e.g., lower turnover intention), ensuring the continuity necessary for sustained performance development. When meaning needs are satisfied, employees are able to invest significance even in routine aspects of work, allowing them to perform in-role responsibilities (e.g., in-role performance) with greater care and attention as they find meaning in the mundane (Reker et al., 1987).

Through these mechanisms, global psychological need satisfaction (Greenaway et al., 2016) may serve as a mediating bridge between organizational identification and employees' daily performance. This mechanism provides a sound theoretical foundation for investigating how global psychological need satisfaction mediates the daily impact of organizational identification on employees' performance. Therefore, I put forward the following hypothesis:

Hypothesis 6a: Daily organizational identification has a positive indirect effect on employees' daily performance through employees' daily global psychological need satisfaction.

The Mediating Role of Perceived Social Support. Perceived social support functions as a critical mediator in the relationship between organizational identification and

employees' performance. Building upon the established underlying mechanisms through global psychological need satisfaction, this part focuses specifically on how perceived social support serves as an additional underlying mechanism of the relationship between organizational identification and employees' performance.

Organizational identification creates conditions conducive to social support by establishing shared goals and collective identity among employees. This relationship operates across multiple organizational levels. For instance, strong team identification—a focused manifestation of organizational identification—enhances individual performance by enabling employees to better manage workplace challenges through increased access to social support (Avanzi et al., 2015).

The theoretical foundation for this relationship between organizational identification and social support is robust—although the predictions for employees' performance are more atheoretical than for employees' well-being. Research demonstrates that shared social identity fundamentally facilitates mutual social support (Levine et al., 2005; Platow et al., 2007). Furthermore, team identification promotes organizational citizenship behaviors directed toward fellow team members (Janssen & Huang, 2008), establishing a performance-enhancing social environment at work.

Empirical research provides substantial support for this underlying mechanism. Klasmeier and Rowold (2021) discovered that shared leadership effectiveness—which requires strong organizational identification—fluctuates daily based on levels of mutual social support, directly influencing work engagement and team goal attainment. This

relationship extends to organizational outcomes, as organizational-level social support leads to improved performance metrics and enhanced profitability (K. Y. Kim et al., 2022).

Taken together, several key mechanisms explain how perceived social support mediates the relationship between organizational identification and employees' performance: (1) Employees demonstrate superior performance when they receive both emotional and practical social support—sources that organizational identification helps establish through shared identity and goals. (2) The social support inherent in strong organizational identification reduces cognitive load by buffering against workplace stressors. This allows employees to allocate more cognitive capacities to performance-critical tasks, for example, those related to in-role performance. (3) Perceived social support within the organization (ingroup) reduces turnover intention, as employees are less inclined to leave environments where they feel supported. (4) Social support typically operates as a reciprocal exchange (Häusser et al., 2023). When employees consciously perceive social support within their organization, they are motivated to reciprocate through discretionary extra-role behaviors that exceed formal job requirements. Ultimately, when employees perceive social support within their organization, they experience psychological safety and feel intrinsically valued. This psychological state facilitates immediate performance improvements observable at the daily level, creating a link from organizational identification to enhanced performance outcomes. Based on this theoretical perspective applying the social identity approach and the mechanism described, I put forward the following hypothesis:

Hypothesis 6b: Daily organizational identification has a positive indirect effect on employees' daily performance through daily perceived social support.

Different Levels of Organizational Identification: Organization Versus Team. Organizational identification operates at two distinct yet related levels that influence employees' daily performance: the broader organizational identification and the more proximal team identification. As previously established in the theoretical foundations of well-being outcomes, these represent two levels of the same underlying construct. For methodological and theoretical consistency, it is logical to extend the examination of both identification levels from well-being outcomes to performance outcomes. In addition, the distinction between these two levels is reasonable in terms of content.

Team identification, while sharing fundamental principles with organizational identification, possesses unique characteristics particularly relevant to daily performance fluctuations due to more frequent interactions with fellow team members. These fluctuations stem from changing factors including social interaction quality, team performance perceptions, and collective experiences, making daily team identification especially worthy of investigation (Aldrup et al., 2017) alongside organizational identification. Research indicates that stronger team identification and positive team performance perceptions contribute to greater satisfaction with social life (Inoue et al., 2022)—illustrating how scientific literature alternates between examining organizational identification and team identification, thus necessitating the inclusion of both levels in a comprehensive analysis.

Despite these theoretical underpinnings, empirical evidence on the dynamics of both levels of identification in work contexts remains scarce, especially in within-person analyses and multiple-measure studies. All in all, there are compelling reasons to test all hypotheses

regarding employee performance at both identification levels, mirroring the approach taken with well-being outcomes. Therefore, I put forward the following hypotheses:

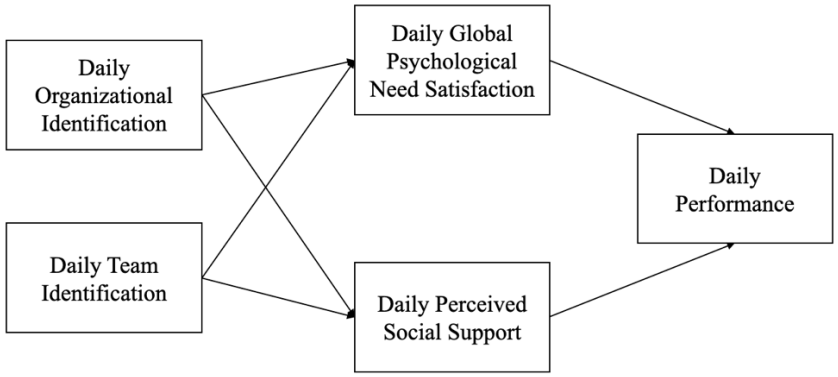
Hypothesis 7: Daily team identification is positively related to employees' daily performance.

Hypothesis 8a: Daily team identification has a positive indirect effect on employees' daily performance through employees' daily global psychological need satisfaction.

Hypothesis 8b: Daily team identification has a positive indirect effect on employees' daily performance through daily perceived social support.

Figure 2

Theoretical Model: Hypothesis 5 to Hypothesis 8 (Study 1; Within-Person)



Definition of Performance in This Dissertation. Following an exhaustive theoretical investigation and the formulation of hypotheses, performance in this dissertation is conceptualized as a construct consisting of a high level of in-role performance (fulfilling responsibilities as outlined by a job description), a high level of extra-role performance (exceeding what is expected), along with a low level of turnover intention (transient voluntary willingness to terminate employment, i.e., to leave the organization).

In-Role Performance. In-role performance refers to the behaviors and actions that employees are formally required to perform as part of their official job responsibilities. These are the explicit tasks and duties outlined in job descriptions. In the literature, in-role performance is conceptualized as the core technical aspects of a job (e.g., Wingerden & Poell, 2017) that are formally assessed in performance appraisals. This construct is clearly distinguished from extra-role performance (those discretionary behaviors that go beyond formal requirements), and it contributes to the organization's goals (Motowidlo & Van Scotter, 1994). Importantly, unlike organizational citizenship behavior or extra-role performance in general, which have been examined in studies of job performance (E.-S. Lee et al., 2015), in-role performance focuses specifically on how effectively employees perform their formally assigned duties as described in contractual agreements or formal role expectations.

Extra-Role Performance. Extra-role performance refers to employee behaviors that are not part of the formal job description but that contribute significantly to the social and psychological environment of the organization, often also referred to as going the extra mile (Van Dick, Grojean, et al., 2006). Examples include helping fellow team members with work-related problems and promoting a positive work climate. These discretionary actions improve the functioning of the organization but are not explicitly required or rewarded. In occupational and organizational psychology, extra-role performance encompasses all discretionary behaviors that go beyond formal job requirements and benefit the organization (i.e., it encompasses broader discretionary behaviors), while organizational citizenship

behavior (OCB) is a specific subset of these behaviors that focuses on voluntary interpersonal organizational contributions (Bies & Organ, 1989), enhancing organizational effectiveness.

Turnover Intention. Turnover intention can be defined as an employee's self-reported and temporal fluctuating likelihood of leaving their current organization. It is conceived as a psychological state that precedes actual turnover and is influenced by psychological factors (e.g., Avanzi et al., 2014), such as job satisfaction (Avanzi et al., 2023) and perceived job alternatives, or organizational identification (De Moura et al., 2009).

Boon and Bane: When Organizational Identification Takes on Two Faces

Research has consistently demonstrated a positive relationship between organizational identification and employee well-being (E.-S. Lee et al., 2015; Steffens et al., 2017). The social identity approach applied to well-being (C. Haslam, 2018; S. A. Haslam, 2012) suggests that group membership can protect against stress and enhance goal achievement (S. A. Haslam, Jetten & Waghorn, 2009). While this perspective has dominated organizational research, there is growing recognition that “there is a limit to organizational identification’s positive power” (Avanzi et al., 2012, p. 304).

Despite extensive research on the benefits of organizational identification, there remains a critical gap in understanding its dual nature. While studies in non-work contexts have revealed potential negative consequences of social identification (Wakefield et al., 2019), including stigmatization, discrimination or inequality (Crabtree et al., 2010; Major & O'Brien, 2005), as well as loneliness, depression, and sleep quality (Wakefield et al., 2020), occupational and organizational psychology research has yet to provide a comprehensive examination of both positive and negative effects.

In the following section, a theoretical perspective will be integrated to examine the underlying mechanisms by which organizational identification both enhances and diminishes employees' well-being (i.e., potentially positive and negative effects). While interest in understanding how organizational identification may impact employees' well-being is growing, this perspective remains understudied and warrants further investigation. Thus, a dual-pathway approach attempts to provide a more nuanced understanding of how organizational identification influences employee well-being outcomes, specifically over time, thereby shedding light on this neglected perspective.

Social identities derived from group membership substantially shape an individual's self-concept and influence susceptibility to group norms. The intensity of this identification plays a critical role in determining how strongly group norms influence individual behavior. Research has shown that strong team identification can lead to maladaptive coping strategies, especially when combined with dysfunctional group norms (Robison et al., 2021). Highly identified individuals show increased conformity to ingroup norms (Jetten et al., 1997), which may become harmful when these norms conflict with individual well-being. For example, organizational norms could promote excessive working hours and constant availability, which may force these highly identified employees to engage in behaviors that exceed their sustainable energy levels.

Organizational identification significantly influences employees' communication patterns, often in ways that can cause psychological strain. Specifically, highly identified employees engage in protective communication behaviors, actively defending their organization and reframing moral meaning through sense-giving to minimize organizational

damage—even in cases of clear misconduct (Ploeger & Bisel, 2013). This defensive posture can create internal conflict and cognitive dissonance, especially when employees must reconcile organizational misconduct with their deeply held organizational identification.

The psychological impact is particularly evident during organizational change. For example, in merger situations, employees with strong pre-merger organizational identification often experience heightened negative emotions and anxiety because these changes threaten their self-concept and organizational identity (Van Dick, Ullrich, et al., 2006). These emotional reactions can have a direct impact on employees' well-being.

In addition, a strong organizational identification can lead to troubling behaviors that can undermine employees' well-being, such as unethical behavior, resistance to change (B. Van Knippenberg et al., 2006), and therefore reductions in well-being (Conroy, Henle, et al., 2017). Of particular concern is the relationship between organizational identification and unethical behavior, which is amplified when employees hold strong positive reciprocity beliefs or engage in organizational citizenship behaviors (Irshad & Bashir, 2020; Umphress et al., 2010). Such behaviors can lead to moral distress and psychological distress as employees compromise personal values for the benefit of the organization.

Organizational identification has additionally been empirically linked to several detrimental workplace outcomes. These include prosocial rule-breaking and psychological entitlement (Irshad & Bashir, 2020), particularly among individuals with dark triad traits (Naseer et al., 2020) or narcissistic tendencies (Galvin et al., 2015). Research has also

documented some negative effects on performance, with high organizational identification potentially increasing motivated routines while decreasing creativity (Madjar et al., 2011).

Other negative consequences include biased information processing (Michel & Jehn, 2003) and interpersonal conflicts through the development of poisonous organizational cultures (Conroy, Henle, et al., 2017; Petriglieri & Stein, 2012). Employees who identify strongly with their organization, internalize the organization's goals, and are more likely to work hard toward achieving these goals, sometimes to the point of overreaching by blurring the lines. This strong organizational identification can foster workaholism, leading to reduced well-being (Avanzi et al., 2012, 2022). Thus, this is particularly evident in increased project commitment despite setbacks (S. A. Haslam et al., 2006), potentially pushing employees beyond their psychological limits. Overall, the intense drive to achieve organizational goals among highly identified employees—as they internalize these as own goals—sometimes leads to excessive work intensity, creating a cycle of work addiction that ultimately compromises employees' well-being (Avanzi et al., 2012).

However, it has not yet been shown what positive *and* simultaneously negative effects a high level of organizational identification can have on employees' well-being—particularly when the influence of social norms is not the focus of the research. So far, these dual-pathway mechanisms have been neglected. However, an explanation of dual-pathway mechanisms of organizational identification on employees' well-being would enrich existing findings by providing answers for null effects. Therefore, this complexity warrants further investigation, particularly in light of evidence that excessive levels of organizational identification may become detrimental to employees' well-being (Avanzi et al., 2012, 2022).

Thus, the potential dual nature of organizational identification requires better theoretical understanding before introducing detachment as a previously neglected mediator that may diminish (e.g., negatively affect) employees' well-being.

Research suggests that the relationship between organizational identification and employees' well-being may follow a nonlinear pattern. For example, cross-sectional evidence shows a curvilinear relationship between group-level identification and exhaustion, with more favorable outcomes at both low and high levels compared to intermediate levels (Junker et al., 2022). While elevated levels of organizational identification may prove advantageous, the present findings underscore the imperative to scrutinize its potential pitfalls. Specifically, such scrutiny is necessary to address the possibility that excessive positive attributes can engender adverse outcomes through specific underlying mechanisms.

In addition, Dukerich et al. (1998) proposed levels of organizational identification that are exaggerated and embraced this extreme type of group membership as over-identification. According to their premise, a shared social identity has three consequences for an individual that could promote negative outcomes. Specifically, very high levels of organizational identification can lead to (1) feeling less unique, (2) resulting in showing more conformity (Hekman et al., 2016), (3) and this, in turn, raises susceptibility to adverse outcomes because of highly identified employees' need for continuity (Conroy, Becker, et al., 2017). More precisely, excessive organizational identification can pose three significant risks: (a) it can create conflict when organizational values diverge from personal goals, (b) it can foster blind loyalty that impedes critical thinking and ethical judgment, and (c) it can hinder adaptability when organizational change threatens employees' sense of identity or belonging. Thus, these

issues show how over-identification can compromise autonomy, ethical decision-making, and resilience. When employees over-identify their personal identities with organizational identities, they become vulnerable to psychological strain, ethical compromise, and resistant to necessary organizational evolution—ultimately compromising employees' well-being.

Research by Li et al. (2015) demonstrates the intricate nature of organizational identification's impact across different life domains through dual-pathway mechanisms. Specifically, while organizational identification directly enhanced job satisfaction, it simultaneously showed a negative relationship with life satisfaction when mediated through work-family conflict. This finding reveals how the inclusion or exclusion of mediating variables can yield opposing effects, potentially resulting in mutual neutralization—a phenomenon that highlights the importance of examining multiple mechanisms when studying, for example, the impact of organizational identification on employees' well-being.

In a nutshell, organizational identification seems positive for employees' well-being. Meta-analytical evidence spanning over 450 studies has established that organizational identification is generally positively associated with health of employees, demonstrating beneficial effects on psychological well-being and engagement (Greco et al., 2022). However, this meta-analysis also revealed unexpected patterns: organizational identification showed only a weak positive relationship with stress ($b = 0.13$, $p < .001$)—contrasting with team and professional identification effects—and notably, showing no correlation with burnout. These nuanced findings suggest that the relationship between organizational identification and well-being outcomes may be more complex than previously assumed.

A critical gap in the understanding of organizational identification research might be the oversight of null effects. This oversight may be attributed to the presence of publication bias against null effect studies (Cook & Therrien, 2017) and the tendency to overlook averaged effects that show zero correlation (Miller & Schwarz, 2018). These phenomena may result in the masking of important underlying mechanisms. Null effects could indicate competing positive and negative influences that neutralize each other, a phenomenon that is often neglected in psychological research (Mehler et al., 2019). To address this critical gap in the literature, Study 2 examines both positive and negative pathway mechanisms (i.e., dual-pathway mechanisms) of organizational identification's influence on employees' well-being: perceived social support and detachment.

The Mediating Role of Perceived Social Support. Building on the social identity approach (C. Haslam, 2018; S. A. Haslam, 2012; Jetten et al., 2017; Tajfel & Turner, 1979; Turner et al., 1987), perceived social support appears to be a very reliable mediator of social identification to enhance well-being in general with sound predictive power. Therefore, specifically highly identified individuals are more likely to both receive and provide social support in organizational contexts (e.g., Avanzi et al., 2021; Frisch et al., 2014; S. A. Haslam et al., 2005). This support, including practical advice and assistance, helps employees better cope with workplace challenges and reduces stress (C. Haslam, 2018). Thus, research consistently shows that receiving social support increases employees' well-being when they are highly identified (e.g., Häusser et al., 2023) as identified employees are more likely to receive social support from others at work.

Despite this well-established relationship, there are compelling reasons to reexamine the mediating role of perceived social support: First, to examine mediator competition effects, it is advisable to introduce a well-established mediator alongside a new mediator in a comparative (competing) model. Previous research has occasionally produced null effects, potentially due to competing positive and negative mechanisms. Testing perceived social support alongside a potentially negative mediator (detachment) allows for direct comparison of these opposing mechanisms, providing a more complete understanding of how organizational identification affects employees' well-being.

Second, even if a variable and its relationships appear to be well researched, the selected research design itself may have a unique element that leads to new findings. For example, studies over different time horizons provide broader validation through different contexts, methods, and samples, ultimately yielding more generalizable findings about these variables. Considering longer time horizons (as in the approach that will serve as the basis here, described in Chapter 3) is particularly valuable because it captures evolutionary patterns and cumulative effects that cannot be adequately measured in shorter-term studies, thus providing a more complete understanding of perceived social support as a mediating variable.

Third, this dissertation explores employees' well-being, which depends on a work-related definition and an organizational context. While the mediating role of perceived social support appears to be well documented, differences in definitions of well-being across studies warrant further investigation. This research specifically examines employees' well-being in the organizational context, which distinguishes it from previous studies that have sometimes examined well-being more broadly or in non-work contexts. This work-focused approach

therefore contributes to the occupational and organizational psychology literature by examining how perceived social support mediates the effects of organizational identification on work-related well-being. It follows that organizational identification affects employees' well-being through the mediating mechanism of perceived social support, while acknowledging potential competing pathway mechanisms. Therefore, I put forward the following hypothesis:

Hypothesis 9: Organizational identification has a positive indirect effect on employees' well-being through perceived social support.

The Mediating Role of Detachment. A holistic approach to understanding employees' well-being necessitates a consideration of the interplay between professional and personal domains, recognizing their joint relevance to overall quality of life (Bakker & Demerouti, 2018). In general, organizational identification appears to be positive for employees' well-being. Yet excessive or lopsided identification with the organization might also have negative effects. Specifically, employees with a high level of organizational identification may struggle to switch off after work. However, switching off is key for recovery and in order to staying healthy (Sonnentag, Kark, et al., 2024). This indicates that there might be a possible downside to organizational identification. Arguably, a lack of detachment from work in employees' leisure time can cause negative outcomes for their well-being due to a high level of organizational identification. Yet, detachment after work is especially essential for employees who are highly engaged at work to maintain that high level of engagement through to the end of the working week (Sonnentag et al., 2008). While the

beneficial (positive) effects of organizational identification may predominate, there appear to be specific mechanisms that could contribute to the deterioration of employees' well-being.

A high level of organizational identification means that an individual's self-concept is subjectively highly coherent with the organization, which is likely to blur the boundaries between the private person and the professional role. The subjects of work, the content of work, or the projects related to work are then probably pondered after work hours or even addressed with other social groups in employees' private life. Employees who are highly identified tend to exhibit a greater propensity to extend their working hours when necessary, while concurrently acknowledging a negative correlation between working hours and employees' well-being (Ng & Feldman, 2008)—increasing the likelihood of not detaching from their work during leisure time.

Detachment can be defined as physically and mentally being away from work or simply as not switching off after work. To illustrate, "I don't think about work at all" and "I distance myself from my work" are sample items to measure detachment (Sonnentag & Fritz, 2007). Not being able to switch off can therefore have serious negative health implications. To illustrate, not detaching can even lead to less health-promoting activities such as physical exercise after a stressful day at work (Koch et al., 2024). Drawing on the predictions of social identity theory, employees who identify strongly with their organization are keen to achieve organizational goals and therefore might even think about their work and projects after work. Hence, those employees will have more work-related cognitions in the evening, facilitated by not switching off after work (Sonnentag & Wiegelmann, 2024).

Organizational identification leads to more involvement, which can be exhausting in the long run. Employees who identify strongly with their organization are highly valued due to their superior efforts (Kampkötter et al., 2020). By having a very high level of organizational identification and thus internalizing the goals of the organization as personal goals, employees may be more inclined to put in more effort and go the extra mile (Van Dick et al., 2008). As being fully engaged might deplete energy levels (Baethge et al., 2021), the risk of emotional exhaustion seems greater for highly identified employees over a sustained period. To illustrate, this possibly harmful effect can also be observed when obstacles occur at work: Identified employees are more likely to pursue projects, even if it gets tricky (S. A. Haslam et al., 2006), which makes them more enduring and involved, but at the same time more prone to not switching off from work during leisure time.

In many occupational fields, the workload is not constant—rather, it is subject to fluctuations depending on the nature of the projects or the annual schedule. Given these circumstances, it is not surprising that the demands at work are sometimes perceived as more stressful. Employees who are highly identified with their organization tend to perceive the fulfillment of their tasks as their personal responsibility. This perception can render them more susceptible to working beyond their capacity. However, switching off after work when job demands are high is particularly important to avoid exhaustion (Sonnentag et al., 2010). Employees who are strongly identified with their organization are more likely to be willing to remain accessible after regular working hours and to be available at any time and from any location. Despite this, employees who use smartphones for work-related purposes experience greater difficulty in detaching from professional obligations during leisure time, which can

lead to feelings of exhaustion (Derks et al., 2014). However, using information and communication technologies is not necessarily linked to detachment (Kunz et al., 2024).

In addition, detachment even serves a resource-recharging function (Siltaloppi et al., 2009). Research shows that job stressors, especially heavy workload, prevent detachment from work, which consequently leads to increased strain and diminished well-being outcomes, such as burnout and reduced life satisfaction (Sonnentag & Fritz, 2015). This makes complete detachment after work particularly crucial for employee recovery, despite being more difficult to achieve when most needed (Koch et al., 2024). For example, vacation, as a kind of long-term detachment, increases well-being by making employees feel significantly less exhausted (Fritz & Sonnentag, 2006). Etzion at al. (1998) conceptualized detachment as an “individual's sense of being away from the work situation” (p. 579). While Sonnentag and Bayer (2005) summarized detachment precisely as “distraction from job-related thoughts” (p. 395). These definitions share the common ground of being physically and mentally disconnected (i.e., disengaged) from work during leisure time. Consequently, employees with the highest level of organizational identification would be compelled to deactivate a portion of their internalized self-concept following their designated work hours.

To summarize, according to the prevailing theoretical findings, it can be proposed that employees who are prevented or unable to switch off after work from their professional responsibilities (i.e., from their work), due to their extent of organizational identification, may exhibit a diminished sense of well-being. Specifically, the relationship between work and private life is characterized by significant spillover effects (e.g., Wolfram & Gratton, 2014), which can manifest both positively, such as through social support from fellow team

members (Grzywacz & Marks, 2000), and negatively, such as workaholism (Avanzi et al., 2012, 2022), potentially undermining employees' well-being. Moreover, research has shown that affective experiences at work and at home are intrinsically linked (Heller & Watson, 2005). In this regard, strong organizational identification may paradoxically interfere with an individual's private life by reducing personal autonomy and, subsequently, impeding overall well-being.

While existing research has predominantly focused on within-person variability in detachment and well-being, examining how these factors fluctuate within individuals over time (e.g., Affleck et al., 1999; Sonnentag et al., 2010), the between-person perspective remains notably neglected. This gap is of particular concern because it limits the understanding of how interindividual differences in organizational identification might systematically influence detachment patterns and longer-term well-being outcomes at work between employees. Research suggests that a continued inability to detach from work predicts negative well-being outcomes sooner or later. However, the mediating role of detachment in the relationship between organizational identification and employee well-being requires further investigation, particularly when it comes to examining organizational identification that might lead to different detachment patterns, which subsequently impact employees' longer-term well-being.

This interpersonal perspective provides valuable insights for developing organizational interventions with broader applicability. Such interventions might include structured work-life boundary management training programs or organizational policies governing the use of work-related technology during non-work hours. In addition, integrating

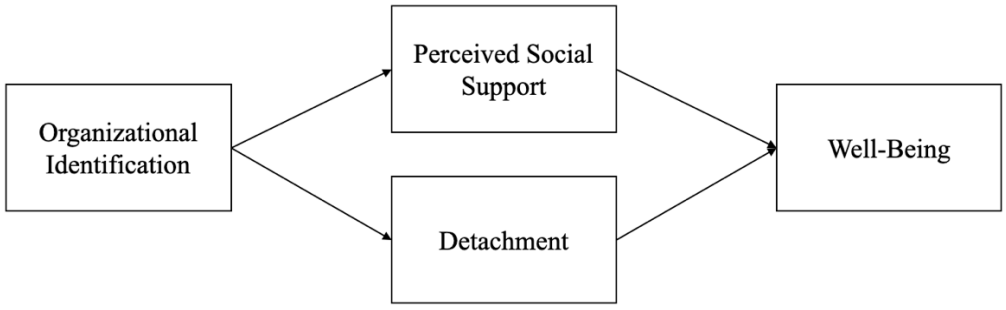
the social identity approach applied to well-being (e.g., S. A. Haslam et al., 2021) with detachment research (e.g., Sonnentag, Kark, et al., 2024) in an organizational context could enhance the holistic understanding of how organizational identification influences recovery and fatigue processes. Between-person analyses are particularly useful in this context, as they allow the identification of systematic differences in long-term outcomes (i.e., well-being) between groups (i.e., employees) resulting from their extent of organizational identification.

Contemporary research reveals a critical gap in longitudinal studies examining detachment as a mediating mechanism between organizational identification and employees' well-being. Addressing this gap would enhance understanding of the temporal dynamics between work-related experiences, attitudes, behavior, and recovery periods, providing organizations with evidence-based strategies to promote both employees' organizational identification and appropriate detachment for sustainable well-being outcomes. Therefore, I put forward the following hypothesis:

Hypothesis 10: Organizational identification has a negative indirect effect on employees' well-being through a lack of detachment.

Figure 3

Theoretical Model: Hypothesis 9 and Hypothesis 10 (Study 2; Between-Person)



Summary and Objectives of the Studies

Research Objectives

The overarching objective of my dissertation is to contribute to the extant literature on social identity approach (C. Haslam, 2018; S. A. Haslam, 2012; Jetten et al., 2017; Tajfel & Turner, 1979; Turner et al., 1987) in the domain of occupational and organizational psychology (e.g., Greco et al., 2022; Riketta, 2005; Steffens et al., 2017). To do this, I conducted two quantitative studies. Thus, with my dissertation I concentrate on the occupational and organizational health psychology literature, mainly on the social identity approach. In pursuit of this objective, a comprehensive review of the prevailing empirical findings has already been conducted. Subsequently, two quantitative empirical studies were executed and analyzed. By conducting these two studies, I also intend to make a contribution to the broad field of social identity literature in general (Tajfel & Turner, 1979; Turner at al., 1987). In this way, I aim to shed light on how organizations can perceive the impact of organizational identification on employees' well-being and performance, while becoming more aware of its temporal dynamic nature by more clearly recognizing (1) the benefits (i.e., positive effects) for employees' well-being and performance and their daily fluctuating nature (Study 1), but also (2) the potential advantages and downsides (i.e., positive and negative effects) for employees' well-being over time (Study 2) by drawing practical implications from my findings. Taken together, with my dissertation, I aim to address two shortcomings identified in the literature on organizational identification by shedding light on two neglected perspectives: first, there is a lack of evidence on the dynamic within-person perspective of organizational identification. Second, organizational identification can be

theoretically both boon and bane, which has been overlooked considering certain underlying mechanisms. Thus, my research questions are: (1) Does organizational identification and team identification fluctuate on a daily basis, (2) and if so, what are the effects of these fluctuations for employees' daily well-being and performance, and (3) what are the mechanisms underlying these effects?

Contributions and How to Achieve my Research Objectives

I aim to achieve my research objectives in particular through two studies with distinct objectives, and corresponding research designs. With these studies I aim to make contributions to integrate some parts of the literature on episodic performance (Beal et al., 2005) into the extensive body of research and the theoretical framework of occupational and organizational psychology and the social identity literature (e.g., S. A. Haslam, 2012), as the focus has been on health and well-being rather than performance so far. However, both are key. The theory of episodic performance posits that the diurnal cycle is subdivided into discrete episodes. These episodes are subject to fluctuations in quality due to the dynamic interplay of transient factors, including affective states and the demands of specific tasks. Consequently, the quality of these episodes undergoes a corresponding variation throughout the course of a workday (Beal et al., 2005). My research shifts the focus from traditional resource-based and person-environment perspectives (Craik, 2000) to the social identity approach (C. Haslam, 2018; S. A. Haslam, 2012; Jetten et al., 2017; Tajfel & Turner, 1979; Turner et al., 1987). I examine how employees' organizational identification fluctuates daily through theoretical variable identification formation processes, potentially directly and indirectly impacting their episodic or subjective performance outcomes (i.e., their

performance at work). Therefore, it is a gain in knowledge to both determine whether employees' performance results from organizational identification (i.e., applying the social identity approach) and to examine the everyday intrapersonal dynamics in employees' performance in the work context (i.e., mediated through daily global psychological need satisfaction and daily perceived social support).

From a social identity perspective, employees who are highly identified with their organization view the organization's goals as their own, and as a result may act in ways that optimize their fulfillment. The goal of social identification is to facilitate the development of a positive self-concept. However, there is a convergence of these theories, as episodic behavior emerges in the course of pursuing personal objectives or states that are deemed worthy of effort (Barker, 1963). According to the social identity approach (Tajfel & Turner, 1979; Turner et al., 1987), an individual's behavior is influenced to a certain extent by their perception of group membership. Individuals seek to establish a positive distinctiveness within their group to achieve a favorable self-concept. This process involves the utilization of specific strategies (Turner et al., 1979; Turner, 1985). Social identity theory offers a clear set of predictions regarding the emergence of social membership at the between-person level. This is due to the proposition that self-evaluation is conceived as a social process (Turner, 1975), but this phenomenon also occurs at the intrapersonal level (i.e., within-person), as an individual continually defines their self-concept (Tajfel, 1974).

Social identity theory posits that group membership is a critical factor in one's overall well-being, emphasizing the significance of attaining and sustaining a favorable self-evaluation. Consequently, individuals endeavor to cultivate a positive self-concept and, by

extension, positive self-esteem. This suggests experiences, attitudes and behaviors, when viewed through the lens of social identity theory, are predominantly influenced by the satisfaction of global psychological needs. To date, global psychological need satisfaction (consisting of self-esteem, meaning, belonging, and control; Greenaway et al., 2016) has been neglected as mediator in the social identity literature at the within-person level in organizational contexts. However, the incorporation of the extent of daily global psychological need satisfaction into social identity research could offer substantial explanatory value. When social identity theory and self-categorization theory are interpreted entirely in theoretical origins, individuals continuously seek to fulfill their needs through a sense of belonging to enhance their self-esteem (Hogg & Abrams, 1990), while groups provide direction, purpose, and meaning (S. A. Haslam, Jetten, Postmes, et al., 2009).
In other words, social identification may satisfy individual's daily needs and thereby contribute to both well-being and performance. Thus, further research is required to elucidate the within-person variability. Previous findings have frequently been predominantly of a cross-sectional nature, precluding the establishment of causal relationships, sometimes resulting in error-prone interpretations.

Furthermore, I aim to gain findings by examining two different levels of organizational identification. For example, too little distinction has been made between levels of identification in organizations (Atewologun et al., 2017), particularly when combined with the within-person level (Sonnentag, Völker, et al., 2024). On the one hand, there are meaningful reasons why organizational identification and team identification should be viewed differently (Ashforth et al., 2008). On the other hand, there are also indications that

sometimes the extent of organizational identification at different levels correlate with each other (e.g., Bartels et al., 2007)—making it worthwhile to investigate more than one level. Additionally, the team level in particular has often been examined more in the context of sport, for example in elite sport (e.g., Slater et al., 2014; Young et al., 2024). I will therefore distinguish between the level of organizational identification and the level of team identification as two levels of organizational identification in Study 1.

To fill the empirical gap, it is essential to make a further contribution by applying these assumptions to the work context. Consequently, this could also lead to noteworthy practical considerations. By increasing the transparency of underlying mechanisms, organizations can formulate targeted measures and establish conducive framework conditions that facilitate a well-being and performance-enhancing work environment.

First, I will differentiate between two levels of organizational identification and conceive organizational identification and team identification to be temporally dynamic and fluctuating phenomena that are characterized by daily changes at the within-person level. There is sound reason to conceive organizational identification as more dynamic than previously captured in research (Bednar et al., 2020). Experiences (e.g., perceived social support), attitudes (e.g., organizational identification) and behaviors (e.g., performance) are highly dynamic and changeable. To better understand the impact of fluctuations in organizational identification and team identification on employees' daily well-being and performance, it is important to address this research gap.

In this regard, with Study 1, my intention is to show how organizational identification and team identification affect employees' daily well-being (operationalized as emotional

exhaustion, work engagement, and job satisfaction) and performance (operationalized as in-role performance, extra-role performance, and turnover intention). In addition, the purpose is to enrich the existing theoretical field of organizational identification research (e.g., E.-S. Lee et al., 2015; Riketta, 2005). Social identification and the core concept behind it should be examined at the within-person level when looking at employees' well-being as a subsequent dynamic outcome variable, which is still often neglected (Sonnentag, 2015; Sonnentag, Kark, et al., 2024). Through my work, I will ensure alignment between theoretical frameworks and methodological approaches by maintaining consistency across all levels of examination (within-person level, instead of between-person level; Study 1).

Furthermore, the social identity theory will be expanded to encompass an examination of employees' dynamic performance, as well-being and performance are closely intertwined (Taris & Schreurs, 2009). In order to always keep my research questions in focus, I will examine two important mediators. (1) Perceived social support on the one hand, which is a more traditional mediator known to elevate employees' well-being, especially at the between-person level (e.g., Avanzi et al., 2021; Frisch et al., 2014). Prior research suggests social support in general may function as a mediator (S. A. Haslam et al., 2005), making it a relevant variable to examine for potential effects in different contexts. Concurrently, (2) global psychological need satisfaction will be introduced as a mediator on the other hand that may mediate the relationship between both daily levels of organizational identification on employees' daily well-being and employees' daily performance at the within-person level.

By testing perceived social support and global psychological need satisfaction competitively, higher validity can be generated (Hayes, 2013) and a direct comparison can

reveal which is superior in strength. This might provide a basis for global psychological need satisfaction as a future mediator worthy of more attention in the social identity literature in general and health and well-being in particular. In addition, and as previously stated, I aim to achieve a better fit with the underlying theory (Roczniewska et al., 2020) through the dynamic view of organizational identification and expand the existing findings gained on the between-person level with results on the within-person level, which can lead to statistically different findings (Curran & Bauer, 2011; Hamaker, 2012).

Next, I strive to complement the organizational identification literature (Greco et al., 2022; E.-S. Lee et al., 2015; Riketta, 2005; Steffens et al., 2017) in the way that both organizational identification and team identification will be examined as predictors of employees' at-work performance by focusing on the occupational and organizational environment rather than on sport where teams are mostly the unit being considered, for example. The theoretical framework suggests that both organizational identification and performance fluctuate dynamically rather than remaining constant across time.

It is not only the temporal variability within individuals that has been neglected in order to examine organizational identification more closely (i.e., the first so far neglected perspective), but also the differential (positive and negative) impact of organizational identification on employees' well-being between individuals (i.e., the second so far neglected perspective). Yet, this dual-pathway view of organizational identification has not been sufficiently researched. However, there is already a growing body of literature showing that the positive effect of organizational identification may reach a limit (Avanzi et al., 2012). At present, there is still considerable uncertainty about the underlying mechanisms by which

organizational identification can be detrimental to employees' well-being—for example, over the longer-term. Therefore, I aim to provide empirical evidence with Study 2 that when considering competing mediating mechanisms (i.e., perceived social support and detachment), there might be downsides of organizational identification on employees' well-being, from a between-person perspective. This theoretical approach will build on the so far underrepresented, but emerging twofold, dual-pathway view of organizational identification (e.g., Avanzi et al., 2012; Caprar et al., 2022; Conroy, Henle, et al., 2017) and therefore extend previous findings by specifically scrutinizing a neglected mediator: detachment.

Another research objective with Study 2 is to provide an explanatory framework for *why* studies on organizational identification are occasionally omitted when models simultaneously specify effects in two different directions and thus are sometimes inadvertently ignored as null effects. However, null effects or even negative effects appear from time to time in studies on organizational identification (e.g., Li et al., 2015), which seems paradoxical with regard to the extensive positive findings for employees' well-being to the opposite (e.g., Steffens et al., 2017). In psychological research, neutralizing effects often fall into oversight because explanations are missing (Mehler et al., 2019). Therefore, a rather positive mediator (perceived social support) and a rather negative mediator (detachment) will be deliberately regarded simultaneously.

On this account, it is reasonable to propose that organizational identification possesses ambivalent well-being outcomes depending on certain mediating mechanisms. Positive effects of organizational identification often predominate (e.g., Steffens et al., 2017). However, it is also necessary to investigate divergent mechanisms in-depth to better

understand the complexity of organizational identification with respect to possible underlying mechanisms that lead to opposing well-being outcomes. For this, perceived social support will serve as a mediator variable of presumably high power on employees' well-being as it is a reasonably reliable mediator that increases well-being (S. A. Haslam et al., 2005). In comparison, the second mediator with more negative effects to be expected is detachment. Not mentally switching off after work—which is how detachment is defined in the literature—can seriously threaten well-being (Sonnentag et al., 2010), as it hinders recovery processes. Although this has already been recognized for example due to expected availability or remote work settings with technical devices for communication (Derks et al., 2014), no study has investigated the association between organizational identification and detachment on employees' well-being. Yet it seems quite obvious when applying the social identity approach: If employees identify strongly with the organization, they strive to perform well as they see organizational tasks as personal tasks, and in turn, they may be willing to be available for longer than formally required if necessary—either physically or mentally. To illustrate, highly identified employees might even contemplate their work-related issues after work without being forced to do so. Consequently, highly identified employees might also think in their leisure time about their next project, their current tasks or associated goals at work instead of recharging their energy batteries in private life. Truly switching off might therefore be less possible than for employees who identify only to a small extent with their organization. In turn, this could affect employees' well-being more negatively.

Lastly, Study 1 with its within-person perspective is intended to be supplemented with Study 2, which focuses on between-person differences, as these two approaches amend each

other reasonably (Neubauer et al., 2022). Thereby, Study 2 will only examine the between-person level to determine whether employees who identify more strongly with their organization—compared to others—will experience increased or decreased levels of well-being. Finally, the aim of conducting a longitudinal study, in which the variables are measured at different points in time, is to enable better conclusions about temporal effects and reduce wrong causality assumptions (Leszczensky & Wolbring, 2022) in order to understand organizational identification not just in smaller temporal units (i.e., days; Study 1), but also over longer periods of time (i.e., a number of weeks; Study 2).

Two shortcomings in prior research warrant investigation through two methodologically distinct studies. First, while evidence shows that social identification fluctuates within individuals (Ketturat et al., 2016), these findings have not been applied to workplace contexts. Employees' experiences, attitudes, and behaviors vary daily. Despite well-being at work becoming a priority in occupational and organizational psychology research, there is still much to be explored (Sonnentag et al., 2023). Although considerable evidence demonstrates that identification at work benefits employees' well-being and performance, the within-person perspective on organizational identification remains understudied (Study 1). Additionally, there is a paucity of longitudinal evidence examining the potential dual-pathway mechanisms of organizational identification on employees' well-being (Study 2). In a nutshell, the mechanisms by which these associations between organizational identification and both employees' well-being and performance emerge remain, at times, rather opaque. This thus constitutes the basic premise upon which my two studies are grounded.

Chapter 3: Methodological Approach

The research objectives of my dissertation will be achieved by conducting two studies, evaluating and analyzing their results, and finally drawing conclusions based on literature-based discussions. The lasting aim of my dissertation is to derive a promising outlook for future research activities. Two studies were designed to overcome the limitations of previous research. Drawing on the extensive literary and empirical underpinnings of the social identity approach, Study 1 aimed to address the recognized research gap regarding the scarce extant findings on organizational identification at the daily and within-person levels, which is hypothesized to have implications for employees' daily well-being and performance. In addition, Study 2 used a longitudinal design to examine dual-pathway mechanisms of organizational identification on employees' well-being at the between-person level over time.

The entire procedure, each method, the sampling plans, all data exclusions, analytical strategies, measures and results of the studies are described in the respective chapters. In addition, all research materials, main analysis code, and the data for both studies are available on the Open Science Framework database to increase openness and transparency (https://osf.io/nh6dm/?view_only=7306163caa314655a70552599488e1ef). Most of the hypotheses and the methods of analysis were pre-registered and are available at AsPredicted https://aspredicted.org/rcjs-t4px.pdf (Study 1) and https://aspredicted.org/hxy6-qc25.pdf (Study 2). I conducted and analyzed two studies, each of which is covered in separate chapters: Chapter 4 contains Study 1, and Chapter 5 presents Study 2, with both including a separate and study specific discussion. Finally, Chapter 6 concludes my dissertation with an

overall synthesizing discussion. Thus, any discussion point that applies equally to both studies is included in the overall discussion (Chapter 6) to avoid repetition.

To surpass the challenges of causal inference and reverse causality, both studies included multiple measurement points. For Study 1, a multilevel approach (daily diary study) was chosen, with the Level-1 data (within-person level) being of particular interest to test the proposed hypotheses. These results are complemented with a three-wave longitudinal study focusing on Level-2 data (between-person level) in Study 2. To ensure that both studies are described in the most transparent way possible, the methodological approaches are outlined below in general terms, before moving on to the studies themselves in detail.

Diary Studies With a Within-Person Perspective (Study 1)

Diary studies represent a quantitative survey methodology characterized by multiple measurement points across short time intervals. This approach has gained significant traction in occupational and organizational psychology research due to its ecological validity within workplace contexts. The method enables data collection in fine-grained time units (e.g., daily) with questions directly relevant to the immediate moment or current workday (Csikszentmihalyi & LeFevre, 1989; Ohly et al., 2010).

The experience-sampling method constitutes a prominent type of diary study, capturing individuals' thoughts, feelings, and behaviors in specific situations (Bono et al., 2007; Daniels et al., 2014; Hektner et al., 2007; Klusmann et al., 2021; S. L. Parker et al., 2020; Roczniewska et al., 2020). This approach involves gathering repeated reports of immediate or recent experiences from the same participant pool over several days or weeks (Fisher & To, 2012). Daily diary studies essentially function as a form of experience

sampling with a slight time lag (Fisher & To, 2012; Ohly et al., 2010; Wickham & Knee, 2013).

An alternative approach, the event-sampling method, requires participants to report events immediately after their occurrence. However, this presents practical challenges, including difficulties in determining event criteria (e.g., minimum duration) and ensuring participants accurately identify reportable events (Ohly et al., 2010). Time-delayed responses collected immediately after work represent a pragmatic compromise and further distinguish daily diaries from event sampling.

Methodological Considerations

To minimize the measurement error of having only one measurement per day (Schönbrodt et al., 2021), incorporating at least five measurement points is recommended, with an optimal study duration of two weeks (Bolger & Laurenceau, 2013; Gunthert & Wenze, 2012). A key advantage of diary studies over traditional surveys is their capacity to minimize retrospective bias (Ohly et al., 2010). As participation in a diary study necessitates a greater investment of effort compared to responding to a single questionnaire (Hektner et al., 2007), designing a diary study requires careful preparation in order to avoid dropouts and to achieve a good response rate. However, analysis flexibility (Bolger et al., 2003) allows researchers to align the method with specific research questions. For instance, employing two daily measurements could yield valuable insights—a midday assessment measuring an employees' organizational identification at work, followed by an evening measurement of outcome variables right after work (e.g., employees' performance).

Rationale for Study 1

Study 1 uses a 10-day daily diary study to examine intraindividual effects and state-like daily fluctuations (Level-1 data) in employees' experiences, attitudes and behaviors. This methodological approach is particularly well-suited for capturing self-reported, daily workplace experiences, attitudes and behaviors. All variables in Study 1 are conceptualized as state-like variables, reflecting the premise that workplace experiences, attitudes and behaviors, and respective organizational contexts undergo continuous change, even at the daily level. The within-person approach aligns logically with theoretical perspectives that emphasize dynamic processes (Roczniewska et al., 2020). Beyond theoretical congruence, this methodology offers substantial advantages: it acknowledges employees as individuals and enables intraindividual assessment of experiences, attitudes and behaviors as dynamic states in a realistic manner (Bolger et al., 2003). This approach captures the natural fluctuations of everyday working life while reducing retrospective bias (Ohly et al., 2010). For these reasons, Study 1 implements the experience sampling approach through a daily diary study.

Longitudinal Studies With a Between-Person Perspective (Study 2)

Longitudinal studies employ repeated measurements across time to analyze changes, trajectories, or transitions in variables of interest. Focusing exclusively on either within-person or between-person differences may yield misleading conclusions, as effects can vary not only in magnitude but also in the direction between these analytical levels (Hoffman & Stawski, 2009). While Study 1 concentrates on within-person dynamics, Study 2 complements this approach by examining between-person relationships.

The between-person longitudinal approach offers distinct advantages despite methodological challenges such as complex sample size estimation and potential participant attrition (Wang & Xue, 2016). These benefits are particularly valuable when investigating organizational identification and its impact on employees' well-being over time.

Longitudinal designs excel at examining temporal dynamics. The cross-lagged approach, for example, minimizes temporal sequence effects by measuring variables at different intervals and enabling autoregression analysis. This temporal separation represents a significant improvement over cross-sectional studies, which collect all variables simultaneously and potentially confound temporal relationships. Although Study 2 examines unidirectional relationships rather than the bidirectional associations between variables over time typical in cross-lagged panel research (Hamaker et al., 2015), it incorporates autoregressive paths.

Between-person studies effectively analyze stable interindividual differences—variations between individuals that either remain constant or change over time (Raudenbush, 2001). By measuring predictor variables (e.g., organizational identification) before mediators (e.g., perceived social support, detachment) and outcome variables (e.g., well-being: emotional exhaustion, work engagement, job satisfaction), researchers are better able to approximate realistic time series. Consequently, longitudinal data for mediation analysis "allows researchers to investigate biological pathways and identifies their direct and indirect contribution to interested outcome variable" (Pan et al., 2018, p. 10).

Additionally, between-person designs feature simpler data structures that are often easier to analyze (Voelkle et al., 2014), eliminating the need for complex models that

incorporate intraindividual variance. This facilitates a more direct interpretation focused on interindividual differences and enhances the generalizability of findings. Moreover, between-person designs are relatively insulated from short-term fluctuations, reducing intraindividual variability (e.g., mood, daily affect) and yielding more stable effects and correlations.

Methodological Considerations

A critical methodological consideration is that findings at within-person and between-person levels may differ substantially (Hamaker, 2012). This distinction becomes particularly relevant when examining how organizational identification affects employees' well-being over time. The relationship between these variables may manifest differently when comparing across individuals versus tracking changes within the same individual.

The relationship between physical activity and health illustrates this phenomenon effectively. At the between-person level, regular moderate to vigorous exercisers typically demonstrate stronger immune systems compared to less active individuals. However, at the within-person level, physical activity can temporarily weaken the immune system (Baker & Simpson, 2021). Such contradictions highlight why between-person findings cannot automatically generalize to within-person processes.

Meta-analyses, which often focus primarily on between-person effects, provide valuable guidance for new research, but their results require separate empirical validation at the within-person level. Thus, each analytical level necessitates its own scientific investigation to avoid ecological fallacies.

Rationale for Study 2

The synergy between within-person and between-person approaches may reveal remarkable differences in findings. The phenomenon of within-person differences contributing to between-person differences underscores the complementary nature of these two paradigms. Unlike Study 1, Study 2 exclusively examines the between-person level, addressing the association between the extent to which employees identify with their organization—compared to others—and their perceptions of well-being after a certain period of time. This approach adequately addresses issues of interindividual variability (Voelkle et al., 2014). Consequently, this focus on between-person differences within a longitudinal study design forms the methodological approach for Study 2.

Measures for the Evaluation of Organizational Identification

A theoretical comparison of the various approaches to empirically operationalizing the construct of organizational identification is both intriguing and worthwhile. In both studies, organizational identification is measured using the same scale by Doosje et al. (1995). Therefore, I first list some other variants for measuring this construct and then compare what seem to be the most commonly used scales for measuring organizational identification, namely Doosje et al.'s (1995) and Mael and Ashforth's (1992), and discuss why the chosen scale is well suited for my research. Both scales can be found in the appendix.

A plethora of methodologies exists for measuring organizational identification. One such approach involves the use of a visual method to measure identification (Bergami & Bagozzi, 2000). In this method, the level of organizational identification is indicated by overlapping circles of those that best mirror the participants' identification (i.e., by visually

displaying two overlapping circles). Meta-analyses (Riketta, 2005) also demonstrate that organizational identification is measured in a variety of ways, some of which are quite ancient (e.g., S. M. Lee, 1969). In an earlier field study, for example, a detailed 25-item scale named the Organizational Identification Questionnaire (OIQ) was used to measure organizational identification (Cheney, 1983; example item: "In general I view [the organization's] problems as my problems"). However, there are also newer versions of scales that measure organizational identification. For example, a scale by Edwards and Peccei (2007) with six items (example item: ‘‘My employment in [organizations name] is a big part of who I am’’), although there are also other more recent approaches. In addition, Van Dick, Wagner, et al. (2004) developed a scale to measure different foci (i.e., levels) of organizational identification (career, school, occupation, and in a preliminary study also team) to address the failure to capture the emotional, evaluative, and cognitive aspects of organizational identification and thus to distinguish organizational identification from commitment.

However, the literature review indicates that two scales are predominantly utilized across published research, one of which was selected for my two studies based on established methodological considerations. Doosje et al.'s (1995) four-item scale measures organizational identification through direct self-perception items that capture explicit self-categorization ("I see myself as a member"), affective attachment ("I am glad"), and a feeling of connection ("strong ties"). This scale therefore takes a direct approach by asking about identification and emotional attachment. Mael and Ashforth's (1992) six-item scale measures organizational identification through reactions to praise and criticism. It also considers how employees are

affected by the organization through their emotional and behavioral responses to organizational events (e.g., "successes are my successes"). While both scales originally measure more stable, trait-like identification, they differ in their measurement approach: the scale I used in my studies emphasizes conscious self-reflection about organizational membership, while Mael and Ashforth's (1992) scale captures more subtle, indirect indicators of how deeply the organization has been incorporated into one's identity through emotional and behavioral responses to organization-related events.

With this in mind, there are at least four reasons as to why the scale used in my studies was more appropriate for my specific research questions than the scale developed by Mael and Ashforth (1992). First, the selected scale is consistent with the theoretical conceptualization of organizational identification as a sense of oneness with the organization, thus providing measurement validity for the construct under study. This alignment between the measurement instrument and the theoretical definition enhances the construct validity of my studies. By explicitly asking about self-categorization ("I see myself as a member") and feeling connected, it is more closely aligned with the basic construct of organizational identification than with behavioral manifestations.

Second, the construct is more distinct, explicit, and therefore clearer. In particular, Doosje et al.'s (1995) scale maintains clear boundaries between organizational identification and its outcomes. In contrast to Mael and Ashforth's (1992) scale, which includes reactions to organizational events (e.g., feeling insulted by criticism), the scale I used focuses exclusively on the identification construct itself, thereby reducing potential confounding of the construct.

In addition, one of the core predictions of social identity theory is that an identity must be salient to impact behavior (Turner et al., 1987), so it makes sense to ask about it explicitly.

Third, the scale I used offers greater measurement efficiency due to its small number of items: with only four items, the scale covers both the cognitive ("I see myself") and affective ("I am glad", "strong ties") components of organizational identification well, while being more economical than Mael and Ashforth's (1992) six-item scale. For example, my Study 1 is a daily diary study over ten days, which requires a particularly economical questionnaire for good levels of participation. In addition, the brevity of the scale is valuable in my Study 2, which also has repeated measurements over an extended period of time.

Fourth, some degree of scale adaptability facilitates the implementation of consistent measurement across different contexts. Doosje et al.'s (1995) scale was therefore also chosen for its versatility. The simple wording of the scale allows for easy adaptation to different time frames (e.g., "right now" in Study 1) and identification targets ("my organization" in both studies to measure organizational identification, or "my fellow team members" in Study 1 to measure team identification).

After outlining the rationale for the scale selection, the following chapters present the two studies and their respective applications of this measure.

Chapter 4: Study 1—A Daily Within-Person Perspective

Organizational identification and team identification have traditionally been conceptualized as relatively stable constructs that tend to develop gradually over time (Ashforth et al., 2008; Ashforth & Mael, 1989; Mael & Ashforth, 1992). However, emerging evidence suggests that social identification may exhibit meaningful within-person variability over shorter time frames (e.g., Ketturat et al., 2016). This dynamic perspective remains substantially underexplored in organizational contexts, creating a significant gap in the understanding of *how* identification processes at work operate at the intraindividual level and affect employees' everyday experiences, attitudes and behaviors (i.e., well-being and performance)—representing the first neglected perspective.

This chapter presents Study 1, including the methods, research design, sampling procedure, day-level measures, analytical strategy, and empirical findings of the performed daily diary study, followed by a discussion of the theoretical and practical implications. Drawing on the social identity approach (C. Haslam, 2018; S. A. Haslam, 2012; Jetten et al., 2017; Tajfel & Turner, 1979; Turner et al., 1987), I propose that daily fluctuations in organizational identification affect employees' daily well-being and performance through global psychological need satisfaction and perceived social support. As derived in Chapter 2, Study 1 tests the following hypotheses at the intraindividual level:

Hypothesis 1: Daily organizational identification is positively related to employees' daily well-being.

Hypothesis 2: Daily organizational identification has a positive indirect effect on employees' daily well-being through (a) employees' daily global psychological need satisfaction and (b) daily perceived social support.

Hypothesis 3: Daily team identification is positively related to employees' daily well-being.

Hypothesis 4: Daily team identification has a positive indirect effect on employees' daily well-being through (a) employees' daily global psychological need satisfaction and (b) daily perceived social support.

Hypothesis 5: Daily organizational identification is positively related to employees' daily performance.

Hypothesis 6: Daily organizational identification has a positive indirect effect on employees' daily performance through (a) employees' daily global psychological need satisfaction and (b) daily perceived social support.

Hypothesis 7: Daily team identification is positively related to employees' daily performance.

Hypothesis 8: Daily team identification has a positive indirect effect on employees' daily performance through (a) employees' daily global psychological need satisfaction and (b) daily perceived social support.

Methods

Research Design

According to Ohly et al. (2010) diary studies are particularly suitable for answering research questions about relationships between transient states and behaviors. In order to

operationalize changes within short time intervals, a 10-day diary study with two daily measurement points was designed. The web-based survey was conducted on 10 consecutive working days (Monday to Friday) in September 2023. The first questionnaire had to be completed at noon, in the middle of the day at work (T1: between 11:30 a.m. and 2:30 p.m.), and the second one immediately after work in the evening (T2: between 5:00 p.m. and 8:00 p.m.). Data were gathered via the panel provider www.prolific.com, and all questionnaires were collected via SoSci Survey. Participation was voluntary; participants only had to be registered with the panel provider in advance. As participation in a diary study requires more effort from the respondent than participation in a traditional survey (Hektner et al., 2007), due to the multiple questionnaires that need to be answered, participants were paid up to a total of £20 to participate in the daily diary study. They could earn £0.5 for each of the two daily questionnaires, plus a bonus based on how many questionnaires were completed during the survey period, and £0.5 for completing the pre-screening questionnaire.

The study was approved by the local ethics committee of the University of Hildesheim. Given that the extant social identity literature provides a broader framework for employees' well-being than for performance, it was decided to record only the well-being hypotheses in advance. The partially registered hypotheses of Study 1, measures, sample size and the methods of data analyses are available at AsPredicted (https://aspredicted.org/rcjs-t4px.pdf).

Participants

The sample size was oriented on rule-of-thumb recommendations by Arend and Schäfer (2019), and aimed to recruit at least 175 participants with 10 data points each to be able to detect small effect sizes at the within-person level (Level-1). Therefore, an attempt was made to recruit 200 participants for 10 working days to account for possible dropouts or missing daily questionnaires, and therefore started the pre-screening with 350 participants, which is more participants than actually needed (Ohly et al., 2010).

Eligibility Criteria. As this research is interested in experiences, attitudes and behaviors in the work context, a pre-screening of potential participants was conducted. First, the willingness of the participants to participate voluntarily and anonymously was checked, with the advice that participation could be interrupted and stopped at any time with no consequences for the participant, so that they could drop out at any time if they wished. After confirming this statement, participants completed the pre-screening questionnaire, which consisted of eligibility requirements and sociodemographic information. The sample should be gender balanced, and participants should be employed (i.e., not self-employed) and not absent from work (e.g., on vacation) during the participation period. In addition, participants were required to currently work a 5-day work week on at least 32 hours, not work shifts, work in a team, and be employed by an organization with at least 50 employees. This was chosen because an organization, due to its size, should have sufficient formalities for teamwork (Tihula et al., 2009), as team identification is a variable of interest.

At noon (T1) each day, a preliminary question was asked to check whether the participants were working that day. In addition, immediately after the two daily

questionnaires, a control question was included to determine whether the previous answers referred to the specific workday or were meant to be general.

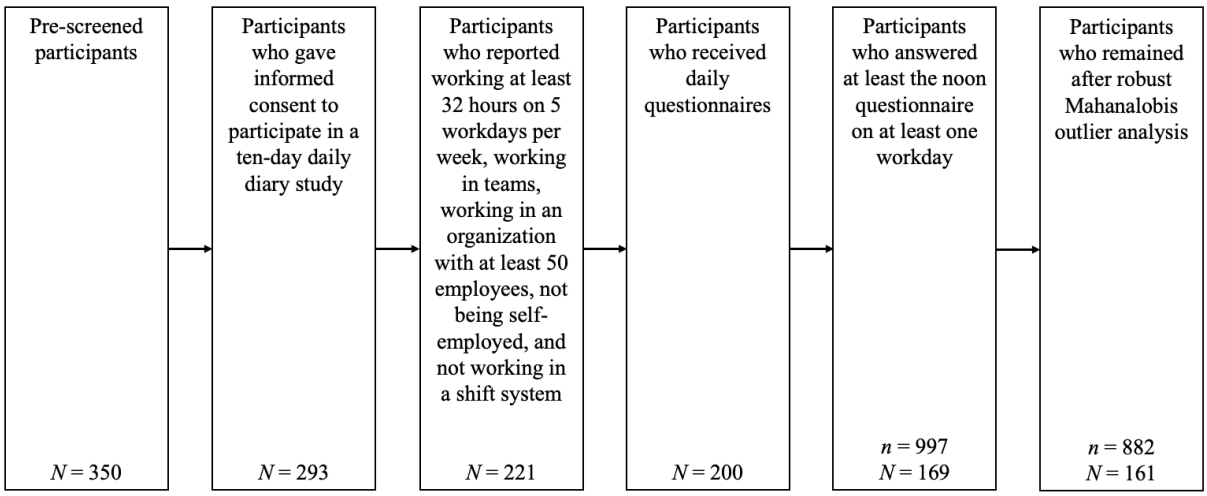
Participants with systematically deviant response patterns were excluded from further analysis using multivariate outlier detection, which calculates a robust variant of the Mahalanobis distance using the MCD75 (Leys et al., 2018) instead of the basic Mahalanobis distance. As suggested by the authors, the outlier detection method was pre-registered.

The sampling procedure was carried out in a multi-stage process (see Figure 4): 350 participants were invited to answer a pre-screening questionnaire, of which 293 indicated their willingness to take part in the 10-day daily diary study, 221 met the defined a priori criteria, 200 received daily questionnaires within the 2-week participation period, and 169 indeed took part on at least one workday. Of those remaining, eight participants (n = 8) were excluded after conducting a Mahalanobis outlier analysis, which in turn resulted in a final sample size of N = 161 participants.

Sample Description. The average age of the participants was 38.02 years (SD = 9.99) and gender was as pre-screened balanced (52% female, 48% male). The survey was conducted in the United Kingdom. Average working hours per week was 38.49 (SD = 4.75), average tenure at the current organization 8.45 years (SD = 7.92). The main economic sectors were 20% government and public administration, 14% education and training, and 13% finance. Of the 161 participants, 46% reported that their highest level of education was an undergraduate degree, 20% graduate degree, and 16% high school diploma/A-levels.

Figure 4

Sampling Procedure (Study 1)



Day-Level Measures

Reis and Gable (2000) recommended that daily questionnaires should be brief, generally taking only a few minutes to complete. Based on this guideline, both daily questionnaires were designed to be completed in approximately 3 minutes each. Follow-up questions were avoided and all daily questionnaires were the same length (Gochmann et al., 2022). Each construct (organizational identification, team identification, global psychological need satisfaction, perceived social support, emotional exhaustion, work engagement, job satisfaction, in-role performance, extra-role performance, turnover intention) was measured using existing and well-validated scales that were modified to the day-level with reference to the current moment or current working day. Employees' well-being was operationalized as emotional exhaustion, work engagement, and job satisfaction. Employees' performance was measured by in-role performance, extra-role performance, and turnover intention. This

resulted in two almost identical questionnaires for the data collection at T1 and at T2, each composed of 26 items. The daily questionnaire can be found in the appendix.

Organizational Identification. Organizational identification was measured using a scale by Doosje et al. (1995) with four items adapted to the day-level (example item: "Right now, I am glad to be a member of my organization"). Items were identical at T1 and T2. Participants rated the items on a 5-point scale (ranging from 1 = *strongly disagree* to 5 = *strongly agree*). Internal consistency (Cronbach's alpha) ranged from $\alpha = .95$ to $\alpha = .96$ for organizational identification across all measurement points.

Team Identification. Team identification was measured using the same scale by Doosje et al. (1995), again adapted to the day-level, but referring to the team level (example item: "Right now, I identify with my fellow team members"). Both daily questionnaires contained the same four items measuring team identification. Internal consistency ranged from $\alpha = .94$ to $\alpha = .95$ for team identification across all measurement points.

Global Psychological Need Satisfaction. Global psychological need satisfaction was measured with a four-item scale from Greenaway et al. (2016) adapted to the work-related day-level (example item at T1: "Right now, I feel in control of my working life"; example item at T2: "Today at work, I had high self-esteem"). The scale ranged from 1 = *strongly disagree* to 5 = *strongly agree*. Internal consistency of global psychological need satisfaction varied from $\alpha = .80$ to $\alpha = .86$ across all measurement points. All four items collapsed into an overarching factor representing *global* psychological need satisfaction.

Perceived Social Support. Perceived social support was measured with a scale consisting of two items by Häusser et al. (2023) adapted to the day-level and team-level, with

the same items at T1 and T2 (example item: “Today, I received emotional support from my fellow team members”). The answers had to be given on a 5-point scale (from 1 = *strongly disagree* to 5 = *strongly agree*). Split-half reliability ranged from $r = .59$ to .67 across all measurement points.

Well-Being. Employees’ daily well-being was operationalized as (1) emotional exhaustion, (2) work engagement, and (3) job satisfaction. All answers were given on a 7-point scale (ranging from 1 = *strongly disagree* to 7 = *strongly agree*).

Emotional Exhaustion. Emotional exhaustion was assessed with a daily measure used by F. C. Lee et al. (2023). Both daily questionnaires referred to the current moment (example item: “Right now, I feel emotionally drained”). Internal consistency of emotional exhaustion ranged from $\alpha = .95$ to $\alpha = .96$ across all measurement points.

Work Engagement. Work engagement was measured using the 3-item Utrecht Work Engagement Scale (UWES-3; Schaufeli et al., 2019) adapted to the current moment or current day (example item at T1: “Right now, I feel bursting with energy”; example item at T2: “Today, I was enthusiastic about my job”). The instruction pointed out the reference to work. Internal consistency of work engagement ranged from $\alpha = .86$ to $\alpha = .89$ across all measurement points.

Job Satisfaction. Job satisfaction was measured using the following single item for both daily questionnaires: "Right now, I am satisfied with my job" adopted from Krug et al. (2021). Using a single item to measure job satisfaction is not only common practice, but also increases efficiency due to the intended time constraints given by the study design (M. S. Allen et al., 2022).

Performance. Employees' daily performance was operationalized as (1) in-role performance, (2) extra-role performance, and (3) turnover intention. All answers were given on a 5-point scale (ranging from 1 = *strongly disagree* to 5 = *strongly agree*).

In-Role Performance. In-role performance was measured using a two-item scale by Xanthopoulou et al. (2008) that was adapted to the day-level (example item at T1: "Today, I performed well so far"; example item at T2: "Today, I fulfilled all the requirements for my job"). The correlation between the two items to measure in-role performance ranged from r = .66 to .75 across all measurement points.

Extra-Role Performance. Two items from a scale by Xanthopoulou et al. (2008) were used to measure extra-role performance—corresponding to in-role performance—adapted to the day-level (example item: "Today, I voluntarily did more than was required of me"). In contrast to the slight differences in measuring in-role performance at T1 and T2, the items measuring extra-role performance remained the same in both daily questionnaires. Split-half reliability ranged from r = .55 to .65 across all measurement points.

Turnover Intention. Turnover intention was measured with a single item (Spector et al., 1988) adapted to the day-level: "Today, I considered quitting my job", which remained the same at T1 and T2.

Control Variables. To test for within-person variance in organizational identification and team identification on specific workdays, study days were added as control variables (coded from 1 = Monday to 5 = Friday; for the first week, and 6 = Monday to 10 = Friday; for the second week).

Data Analysis

Multilevel structural equation modeling (MSEM) was used to test the hypotheses because it allows estimation of level-specific structural and measurement models for nested data (Zyphur et al., 2023). Data were processed and analyzed using the statistical software R with the *lavaan* package (Rosseel, 2012), which is especially appropriate for multilevel structural equation modeling. First, intraclass correlations (ICCs) were calculated in order to ascertain "that there is sufficient between-cluster variability to support MSEM" (Preacher et al., 2010, p. 224). The analyses were conducted using a two-level approach. Multilevel structural equation models contain at least two levels of modeled latent variables: Level-1 is the within-person level and Level-2 is the between-person level. By default, the variance is divided into within-person and between-person parts, and there are fixed slopes that correspond to centering the person mean (Zyphur et al., 2023).

The literature suggests using confirmatory factor analysis (CFA) and MSEM in combination to enable less restricted measurement models (Asparouhov & Muthén, 2009). Therefore, a multilevel confirmatory factor analysis (MCFA) was conducted as a preliminary step to evaluate the measurement model before testing the hypotheses since CFA models "have only a covariance structure" (Muthén & Muthén, 2002, p. 601). In the MSEM evaluation, the focus was on the Level-1 analyses, as the variability within an individual is of particular interest for the present research purposes. For this reason, in the multilevel models, the within-person level (which describes the variance associated with daily changes from what is typical for a particular individual, i.e., it is state-like) was specified more precisely and included—in addition to the measurement model—the structural model, and all effects.

Instead of a saturated model, a partially saturated model was chosen to avoid overfitting: Level-2 analyses were not specified (except for a basic measurement model) because the between-person level describes variance associated with more stable interpersonal differences (trait-related) and the research questions address whether there is within-person variance. In addition, the literature suggests that each level should be assessed separately by saturating the other (Ryu & West, 2009).

Diary studies are two-stage cluster sampling procedures in which individuals are collected in the first stage and daily responses are collected in the second stage, resulting in within-person clustering of daily responses nested within individuals. The evaluation of the model fit according to specific fit indices was based on Hu and Bentler (1999), who recommended cutoffs for Comparative Fit Index (CFI ≥ .95), Root Mean Square Error of Approximation (RMSEA ≤ .06), and Standardized Root Mean Square Residual (SRMR ≤ .08). Since participants only indicated whether it was a working day in the T1 questionnaire, it was possible for a questionnaire to be completed at T1 but not at T2. For this reason, the Full Information Maximum Likelihood method (FIML) recommended by Newman (2014) was used to estimate missing values. Standardized and unstandardized estimates are reported to provide an approximate measure of effect size (Lorah, 2018).

Factorial Structure

Several multilevel confirmatory factor analyses were performed in R to ensure the factorial structure of all variables. First, a model was fitted that included all variables (Measurement Model 1: organizational identification, global psychological need satisfaction, perceived social support, well-being, performance) as latent variables for Level-1 and

Level-2, both consisting only of the measurement model each, as it is common to do so. The variance of the factors was set to 1 in each case. This model seemed to fit the data in a moderate way, $\chi^2_{diff}(462) = 11260.496$, $p < .001$; CFI = .918; RMSEA = .054; $SRMR_{within} = .076$.

Second, a model (Measurement Model 2) was fitted according to the previous procedure that included all variables, but this time including team identification instead of organizational identification—again as latent variables for Level-1 and Level-2, both consisting only of the measurement model each. This model fitted the data tolerably, $\chi^2_{diff}(372) = 1342.364$, $p < .001$; CFI = .912; RMSEA = .056; $SRMR_{within} = .069$.

Subsequently, well-being and performance were analyzed in separate models to potentially find better fitting models. By doing so, an MCFA for another model (Measurement Model 3: including team identification, global psychological need satisfaction, perceived social support, well-being) was conducted that showed a less satisfactory fit compared to the first model, $\chi^2_{diff}(227) = 853.657$, $p < .001$, CFI = .929; RMSEA = .058, $SRMR_{within} = .070$. In addition, one more model was specified, substituting the well-being variables with the performance variables (Measurement Model 4), which seemed to match the data worse than the first model, $\chi^2(167) = 786.183$, $p < .001$, CFI = .897; RMSEA = .067, $SRMR_{within} = .066$.

As a further prerequisite for applying the data to multilevel structural equation models, the assumptions of multivariate normal distribution were checked for all variables before estimating the measurement models with one-sided difference tests using Mardia's test (Kankainen et al., 2004) to assess skewness and kurtosis statistics. Here, the absolute values

for skewness and kurtosis were not entirely below 1.0, indicating that some non-normal distributions were present (H.-Y. Kim, 2013). Results including descriptive statistics are presented in Table 1. Consequently, in order to deal with the non-normal distribution (Enders, 2001), all models were run using maximum likelihood estimation (FIML) with robust standard errors, as this can provide better performance compared to other estimation methods (Liu & Sriutaisuk, 2021).

Table 1

Descriptive Statistics for all Variables (Study 1)

Variable	*M*	*SD*	Skewness	Kurtosis	Cronbach's α
Organizational identification T1	3.56	0.96	–0.43	–0.38	.96
Team identification T1	3.78	0.87	–0.69	–0.13	.95
Global psychological need satisfaction T2	3.75	0.77	–0.64	0.04	.84
Perceived social support T2	2.92	0.97	0.04	–0.64	
Emotional exhaustion T2	3.30	1.48	0.37	–0.88	.96
Work engagement T2	4.26	1.21	–0.02	–0.32	.88
Job satisfaction T2	5.00	1.39	–0.59	–0.10	
In-role performance T2	4.00	0.64	–0.69	0.50	
Extra-role performance T2	3.00	0.92	–0.14	–0.68	
Turnover intention T2	1.66	1.00	1.53	1.21	

Note. M = Mean. *SD* = Standard deviation. T1 = Noon measurement at work.

T2 = Evening measurement at non-working time.

Results

All means, standard deviations, and correlations are reported in Table 2. In addition, Table 3 presents all multilevel standardized estimates for mediation models predicting effects

of organizational identification and team identification at T1 on employees' daily well-being and performance at T2 through global psychological need satisfaction and perceived social support at T2. In all subsequent figures, latent variables are represented by round shapes, while manifest variables are represented by squares.

Table 2

Within-Person Level and Between-Person Level Correlations (Study 1)

	M	SD_b	SD_w	1	2	3	4	5	6	7	8	9	10	11	12
1. Team identification T1	3.78	0.87	0.37	-	.62***	.65***	.46***	.50***	.39***	–.28***	.42***	.46***	.31***	.25***	–.32***
2. Team identification T2	3.77	0.89	0.38	.88***	-	.44***	.70***	.67***	.45***	–.34***	.49***	.60***	.43***	.30***	–.40***
3. Organizational identification T1	3.56	0.96	0.35	.77***	.75***	-	.46***	.41***	.24***	–.21***	.34***	.34***	.21***	.17***	–.25***
4. Organizational identification T2	3.57	1.00	0.31	.76***	.82***	.91***	-	.55***	.32***	–.34***	.42***	.55***	.33***	.21***	–.35***
5. Need satisfaction T2	3.75	0.77	0.38	.78***	.82***	.74***	.77***	-	.40***	–.45***	.59***	.63***	.52***	.34***	–.44***
6.Perceived social support T2	2.92	0.97	0.59	.52***	.54***	.43***	.45***	.52***	-	–.20***	.39***	.33***	.27***	.38***	–.21***
7. Emotional exhaustion T2	3.30	1.48	0.86	–.46***	–.46***	–.46***	–.49***	.61***	–.25***	-	–.41***	–.35***	–.24***	–.12**	.32***
8. Work engagement T2	4.26	1.21	0.70	.59***	.61***	.59***	.61***	.74***	.41***	–.52***	-	.56***	.56***	.46***	–.35***
9. Job satisfaction T2	5.00	1.39	0.60	.71***	.74***	.72***	.75***	.83***	.45***	–.58***	.73***	-	.46***	.31***	–.42***
10. In-role performance T2	4.00	0.64	0.48	.46***	.51***	.44***	.48***	.59***	.29***	–.31***	.60***	.53***	-	.50***	–.27***
11. Extra-role performance T2	3.00	0.92	0.66	.34***	.36***	.32***	.35***	.41***	.51***	–.20***	.44***	.33***	.50***	-	–.17***
12. Turnover intention T2	1.66	1.00	0.39	–.61***	–.62***	–.57***	–.58***	–.68***	–.34***	.55***	–.50***	–.69***	–.31***	–.21***	-

Note. *M* = Mean. SD_b = Standard deviation between-person level. SD_w = Standard deviation within-person level. T1 = Noon measurement at work. T2 = Evening measurement at non-working time. *$p < .05$, **$p < .01$, ***p < .001. Correlations below the diagonal = Between-person level estimates. Correlations above the diagonal = Within-person level estimates. Need satisfaction = Global psychological need satisfaction.

Hypotheses Tests

After calculating intraclass correlations (ICCs) to test whether there is a substantial amount of within-person variance, the results showed that this condition was met, with 18% to 25% within-person variance for all predictor variables (organizational identification at T1 and team identification at T1), and that it was now possible to run the MSEM analyses. In order to test the hypotheses, various models were specified as multilevel structural equation models. At Level-1, the predictors (organizational identification at T1 or team identification at T1), the two mediators (global psychological need satisfaction at T2 and perceived social support at T2), and the outcome variables (either the variables of the well-being construct at T2 or the variables of the performance construct at T2) were considered and defined as a measurement model and a structural model. At Level-2, only the measurement models were specified, as only the within-person effects were of interest for testing the hypotheses. Thus, as suggested by Preacher et al. (2010), all variables were able to covary at the between-person level.

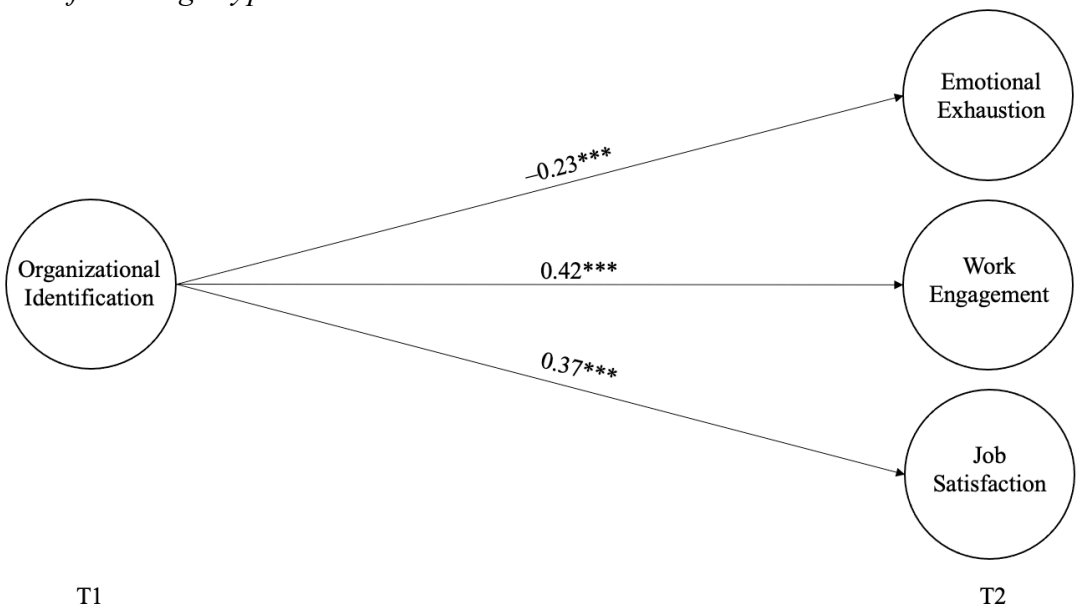
Hypothesis 1: Daily organizational identification is positively related to employees' daily well-being. The specified model (Model 1) showed a good fit, $\chi^2_{diff}(85) = 258.545$, $p < .001$, CFI = .973, RMSEA = .048, $SRMR_{within} = .041$. Organizational identification was negatively related to emotional exhaustion ($b = –0.23$, $SE = –0.51$, $p < .001$), and positively related to work engagement ($b = 0.42$, $SE = 0.61$, $p < .001$), as well as to job satisfaction ($b = 0.37$, $SE = 0.68$, $p < .001$). Thus, Hypothesis 1 was supported (see Figure 5). The model explained 5% of the within-person variance of emotional exhaustion ($R^2 = .05$),

approximately 17% of the within-person variance of work engagement (R^2 = .17), and it explained about 14% of the within-person variance for job satisfaction (R^2 = .14).

In order to check for reversed causality, another model (Model 2) was specified in the way that emotional exhaustion, work engagement, and job satisfaction as employees' well-being at T1 served as predictors here for the outcome variable, namely organizational identification at T2. This model did not converge.

Figure 5

Results of Testing Hypothesis 1



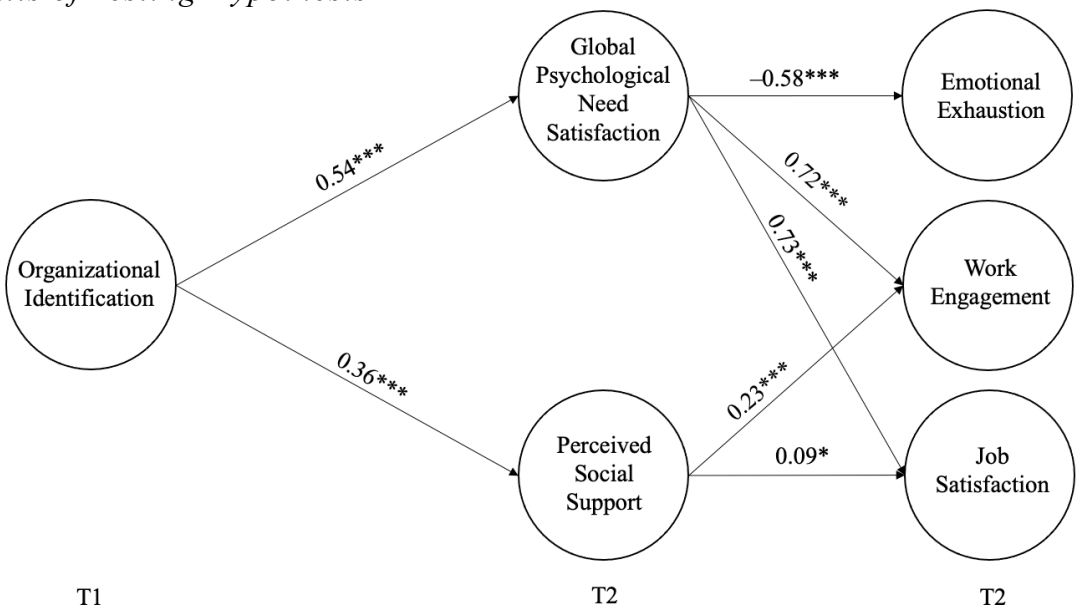
Note. Depicted values = Standardized estimates (*b*). *p < .05, **p < .01, ***p < .001. T1 = Noon measurement at work. T2 = Evening measurement at non-working time.

Hypothesis 2: Daily organizational identification has a positive indirect effect on employees' daily well-being through (a) employees' daily global psychological need satisfaction and (b) daily perceived social support. The specified model (Model 3) to test the hypothesis showed a decent fit, $\chi^2_{diff}(222) = 687.912$, p < .001, CFI = .946, RMSEA = .049,

$SRMR_{within}$ = .064. Organizational identification was related to global psychological need satisfaction (b = 0.54, SE = 0.55, p < .001) and to perceived social support (b = 0.36, SE = 0.57, p < .001). Global psychological need satisfaction was negatively related to emotional exhaustion (b = –0.58, SE = –1.31, p < .001), work engagement (b = 0.72, SE = 1.01, p < .001), and to job satisfaction (b = 0.73, SE = 1.30, p < .001). Perceived social support was not related to emotional exhaustion (b = –0.03, SE = –0.05, p = .505), slightly significantly related to job satisfaction (b = 0.09, SE = 0.11, p = .034), but perceived social support was a significantly related to work engagement (b = 0.23, SE = 0.21, p < .001). Figure 6 presents the results.

Figure 6

Results of Testing Hypothesis 2



Note. Depicted values = Standardized estimates (b). *p < .05, **p < .01, ***p < .001. T1 = Noon measurement at work. T2 = Evening measurement at non-working time.

This model explained 29% of the within-person variance in global psychological need satisfaction (R^2 = .29), about 13% of the within-person variance of perceived social support (R^2 = .13), about 30% of the within-person variance of the variable emotional exhaustion (R^2 = .30), around 61% of the within-person variance of work engagement (R^2 = .61), and just under 54% of the within-person variance of job satisfaction (R^2 = 0.54).

Unless the between-person level was not of interest when answering the research questions, the output was checked as well. Thus, it has to be mentioned that two items of the well-being construct showed Heywood cases (Kolenikov & Bollen, 2012) as they had negative variance estimates at Level-2 (measuring emotional exhaustion: “At the moment, I feel used up” s^2 = –0.02; and work engagement: “Today, I was enthusiastic about my job” s^2 = –0.07). To account for that, the model was tested by constraining the item variances to be positive in order to detect possible misspecifications. The model (Model 4) remained almost unchanged, $\chi^2_{diff}(222) = 704.854$, $p < .001$, CFI = .944, RMSEA = .050, $SRMR_{within}$ = .064. In this restricted model, organizational identification showed an unchanged positive relation to global psychological need satisfaction (b = 0.54, SE = 0.55, $p < .001$), and also the relation to perceived social support (b = 0.37, SE = 0.58, $p < .001$) remained very similar.

Global psychological need satisfaction was again negatively related to emotional exhaustion (b = –0.58, SE = –1.29, $p < .001$), positively related to work engagement (b = 0.72, SE = 1.01, $p < .001$), and also to job satisfaction (b = 0.73, SE = 1.31, $p < .001$). Perceived social support showed no relation to emotional exhaustion (b = –0.05, SE = –0.07, p = .37), but was slightly significant related to job satisfaction (b = 0.09, SE = 0.11, p = .036). Perceived social support in the restricted model was again very similarly related to work

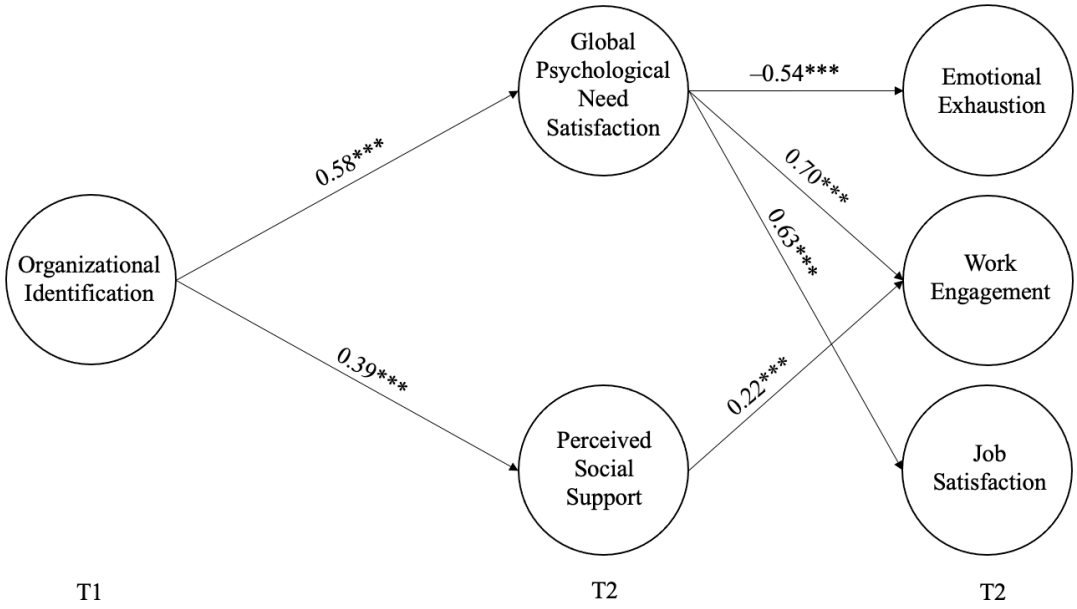
engagement (b = 0.24, SE = 0.21, p < .001). Taken together, Hypothesis 2a was supported by the results, and Hypothesis 2b was partially supported.

Notwithstanding the presence of two restrictions at the between-level, the model demonstrated its capacity to explain 29% of the within-person variance in global psychological need satisfaction (R^2 = .29), a little more than 13% of the within-person variance of perceived social support (R^2 = .13), approximately 29% of the within-person variance of emotional exhaustion (R^2 = .29), about 61% of the within-person variance of work engagement (R^2 = .61), and the same percentage of the within-person variance as the unrestricted model for job satisfaction with just under 54% (R^2 = .54).

Next, an additional model (Model 5) was tested, incorporating autoregressive paths between organizational identification at T1 and organizational identification at T2. The specified model still showed a reasonable fit, $\chi^2_{diff}(355)$ = 1440.757, p < .001, CFI = .910, RMSEA = .059, $SRMR_{within}$ = .082. Compared to the previous model, the effects remained very similar, with the exception that perceived social support was not related to job satisfaction (b = 0.07, SE = 0.21, p = .130). Figure 7 presents the results.

Figure 7

Results of Testing Hypothesis 2 Including Autocorrelation

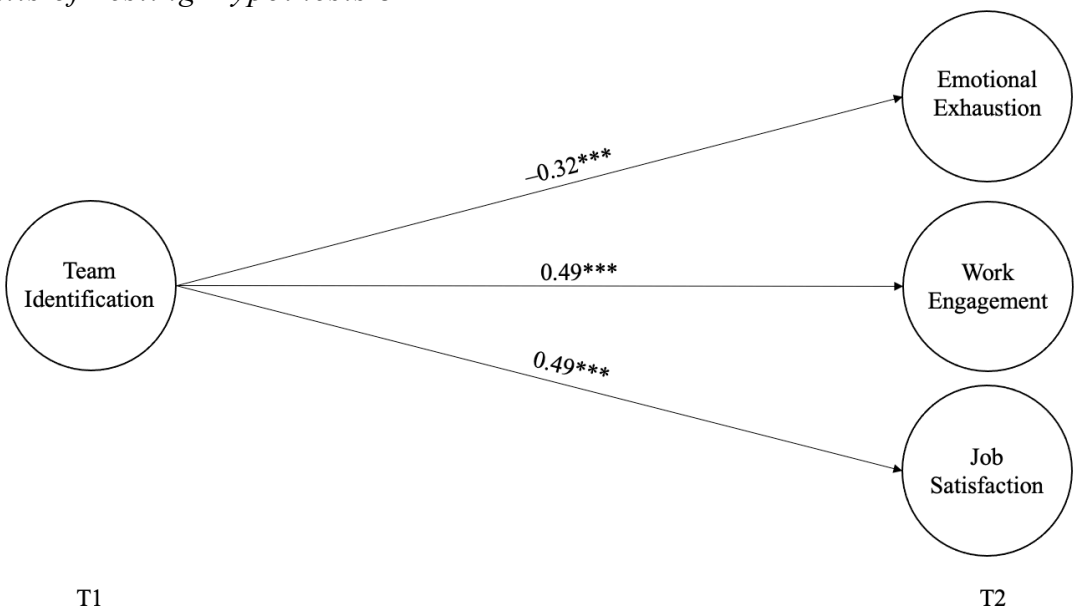


Note. Depicted values = Standardized estimates (*b*). *$p < .05$, **$p < .01$, ***$p < .001$. T1 = Noon measurement at work. T2 = Evening measurement at non-working time. Autoregressive path of organizational identification was included in the analysis but not depicted to increase the clarity of presentation.

Hypothesis 3: Daily team identification is positively related to employees' daily well-being. The defined multilevel structural equation model (Model 6) to test the hypothesis indicated a good fit, $\chi^2_{diff}(85) = 299.502$, $p < .001$, CFI = .967, RMSEA = .053, $SRMR_{within} = .039$. Team identification was negatively related to emotional exhaustion ($b = –0.32$, $SE = –0.69$, $p < .001$), while it was positively related to work engagement ($b = 0.49$, $SE = 0.68$, $p < .001$), and also to job satisfaction ($b = 0.49$, $SE = 0.86$, $p < .001$). Therefore, Hypothesis 3 was supported (see Figure 8).

Figure 8

Results of Testing Hypothesis 3



Note. Depicted values = Standardized estimates (*b*). *$p < .05$, **$p < .01$, ***$p < .001$. T1 = Noon measurement at work. T2 = Evening measurement at non-working time.

This model explained 10% of the within-person variance of emotional exhaustion ($R^2 = .10$), about 24% of the within-person variance of work engagement ($R^2 = .24$), and it also explained 24% of the within-person variance ($R^2 = .24$) for job satisfaction.

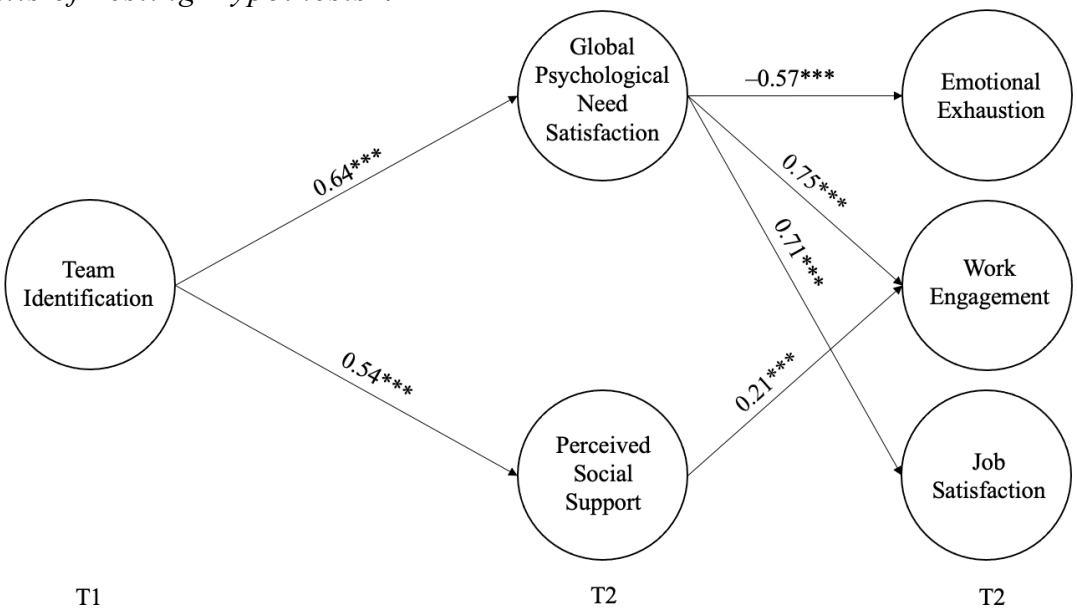
To rule out reversed causality, a further model (Model 7) was tested in which daily team identification at T2 was specified as an outcome, predicted by emotional exhaustion at T1, work engagement at T1, and job satisfaction at T1. However, the model did not converge.

Hypothesis 4: Daily team identification has a positive indirect effect on employees' daily well-being through (a) employees' daily global psychological need satisfaction and (b) daily perceived social support. The specified model (Model 8) to test the hypothesis showed a reasonable fit, $\chi^2_{diff}(222) = 802.730$, $p < .001$, CFI = .935, RMSEA = .054,

$SRMR_{within}$ = .050. This analysis showed that team identification was related to global psychological need satisfaction (b = 0.64, SE = 0.61, p < .001) and to perceived social support (b = 0.54, SE = 0.80, p < .001). Global psychological need satisfaction was related to emotional exhaustion (b = –0.57, SE = –1.32, p < .001), work engagement (b = 0.75, SE = 1.09, p < .001), and to job satisfaction (b = 0.71, SE = 1.30, p < .001). Perceived social support indicated no relationship to emotional exhaustion (b = –0.003, SE = –0.004, p = .964), or to job satisfaction (b = 0.04, SE = 0.04, p = .453), but there was a significant relationship between perceived social support and work engagement (b = 0.21, SE = 0.20, p < .001). The results are presented in Figure 9.

Figure 9

Results of Testing Hypothesis 4



Note. Depicted values = Standardized estimates (b). *p < .05, **p < .01, ***p < .001. T1 = Noon measurement at work. T2 = Evening measurement at non-working time.

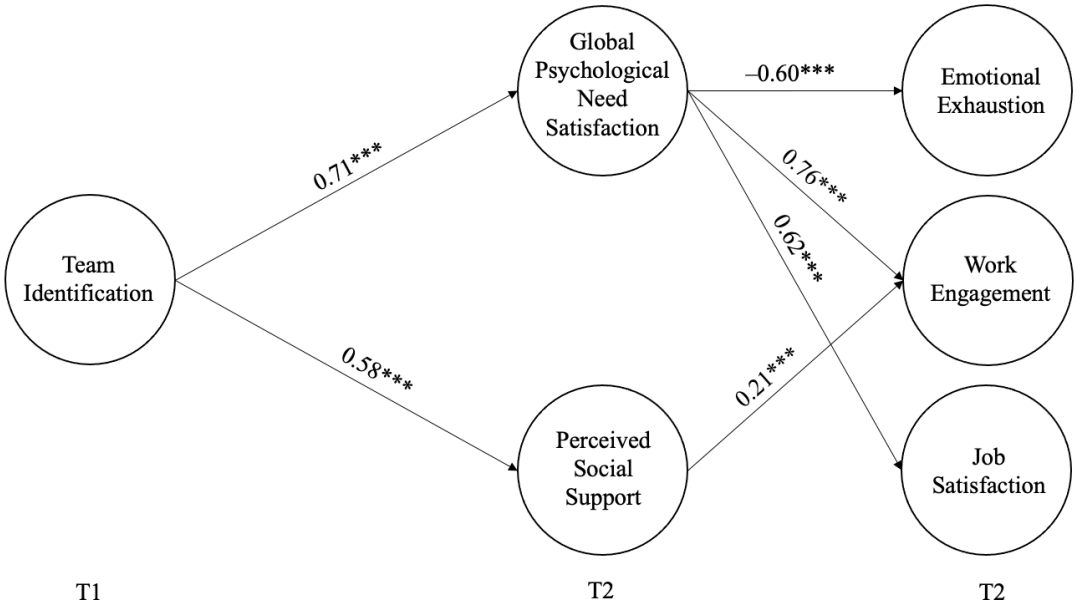
This model explained 41% of the within-person variance of global psychological need satisfaction (R^2 = .41), about 30% of the within-person variance each of perceived social support (R^2 = .30), and emotional exhaustion (R^2 = .30), around 62% of the within-person variance of work engagement (R^2 = .62), and about 55% of the within-person variance of job satisfaction (R^2 = .55).

Again, at Level-2 Heywood cases for two items were identified in the output (emotional exhaustion: "At the moment, I feel used up" s^2 = –0.03; and work engagement: "Today, I was enthusiastic about my job" s^2 = –0.06). Like in one of the previous models (to test Hypothesis 2), constraining the variances did not influence the results substantially.

Moreover, another multilevel structural equation model (Model 9) was specified including autoregressive paths between team identification at T1 and team identification at T2. The model fitted the data moderately, $\chi^2_{diff}(355) = 1655.425$, $p < .001$, CFI = .896, RMSEA = .064, $SRMR_{within}$ = .066. The effects stayed almost unchanged compared to the previous model, as Figure 10 indicates. In sum, Hypothesis 4a was supported, while Hypothesis 4b was partially supported.

Figure 10

Results of Testing Hypothesis 4 Including Autocorrelation



Note. Depicted values = Standardized estimates (*b*). *$p < .05$, **$p < .01$, ***$p < .001$. T1 = Noon measurement at work. T2 = Evening measurement at non-working time. Autoregressive path of team identification was included in the analysis but not depicted to increase the clarity of presentation.

Hypothesis 5: Daily organizational identification is positively related to employees' daily performance. This hypothesis was supported by the results shown in Table 3, which represents the total effects of multilevel standardized estimates for mediated models predicting the effects of organizational identification at T1 on performance variables at T2. More specifically, the overall impact of organizational identification on in-role performance (total effect = 0.27, 95% CI = [0.18; 0.36]), extra-role performance (total effect = 0.26,

95% CI = [0.16; 0.35]), and turnover intention (total effect = –0.28, 95% CI = [–0.36; –0.21]) supported Hypothesis 5.

Hypothesis 6: Daily organizational identification has a positive indirect effect on employees' daily performance through (a) employees' daily global psychological need satisfaction and (b) daily perceived social support. The defined model (Model 10) for testing the hypothesis showed a reasonable fit, $\chi^2_{diff}(162) = 635.253$, $p < .001$, CFI = .919, RMSEA = .058, $SRMR_{within} = .068$. The output of this analysis showed that organizational identification was related to global psychological need satisfaction ($b = 0.54$, $SE = 0.53$, $p < .001$) and to perceived social support ($b = 0.36$, $SE = 0.54$, $p < .001$). Global psychological need satisfaction was related to in-role performance ($b = 0.74$, $SE = 1.02$, $p < .001$), extra-role performance ($b = 0.39$, $SE = 0.60$, $p < .001$), and negatively related to turnover intention ($b = –0.44$, $SE = –0.64$, $p < .001$).

Perceived social support was not related to in-role performance ($b = 0.10$, $SE = 0.09$, $p = .071$), or to turnover intention ($b = –0.05$, $SE = –0.05$, $p = .345$), but there was a relation between perceived social support and extra-role performance ($b = 0.46$, $SE = 0.46$, $p < .001$). Organizational identification was negatively related to in-role performance ($b = –0.17$, $SE = –0.23$, $p = .002$), but there was no significant direct relationship with either extra-role performance ($b = –0.14$, $SE = –0.20$, $p = .041$) or turnover intention ($b = –0.03$, $SE = –0.05$, $p = .538$). Therefore, Hypothesis 6a was supported, while Hypothesis 6b was partially supported by the results.

This model explained 30% of the within-person variance in global psychological need satisfaction ($R^2 = .30$), about 13% of the within-person variance of perceived social support

(R^2 = .13), of about 47% of the within-person variance of in-role performance (R^2 = .47), 37% of extra-role performance (R^2 = .37), and approximately 22% of the within-person variance for turnover intention (R^2 = .22).

Based on item response theory, latent models ideally have multiple items for each construct (Raju et al., 2002), although the number of items required is not prescribed but depends on, among other things, the test objective, the discriminative power of the items, the type of model, and the desired measurement accuracy. Because some constructs included only two items due to the daily diary design, the same model was additionally fit as a manifest model (Model 11) to check for changes. The output of the specified manifest model displayed a partial worse fit compared to the previous latent model, $\chi^2_{diff}(16) = 481.361$, $p < .001$, CFI = .627, RMSEA = .182, $SRMR_{within}$ = .053. Given the rather low degrees of freedom in this model, the RMSEA alone may not be reliable (Kenny et al., 2015). The results showed that organizational identification was related to global psychological need satisfaction (b = 0.53, SE = 0.57, $p < .001$) and to perceived social support (b = 0.34, SE = 0.59, $p < .001$).

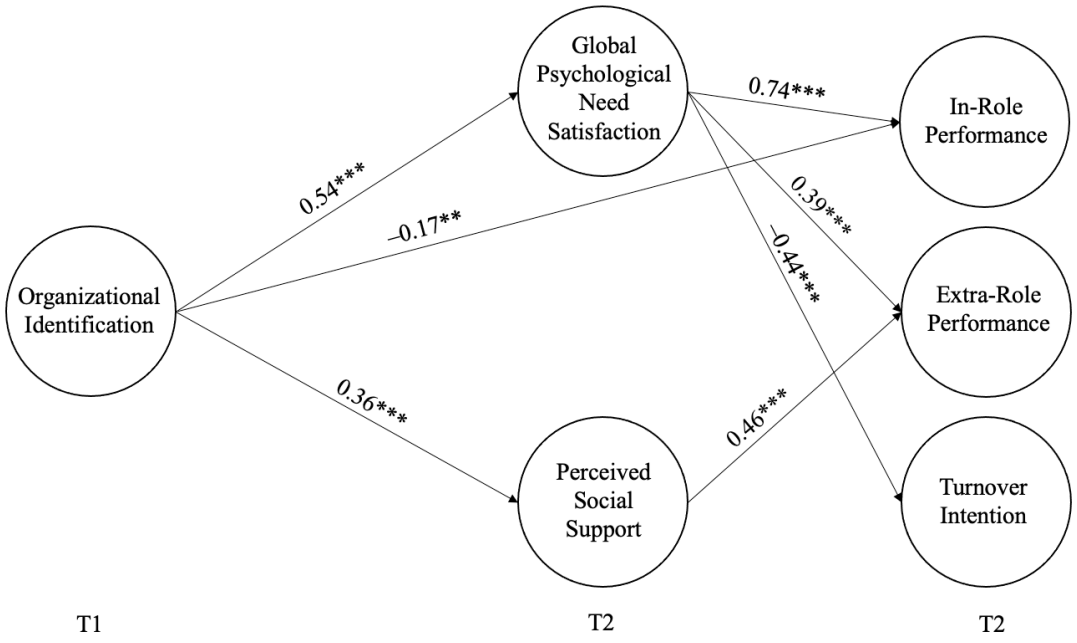
As in the latent model, global psychological need satisfaction was again related to in-role performance (b = 0.37, SE = 0.46, $p < .001$), extra-role performance (b = 0.17, SE = 0.27, $p < .001$), and to turnover intention (b = –0.29, SE = –0.36, $p < .001$). Perceived social support was slightly significantly related to in-role performance (b = 0.10, SE = 0.08, p = .011), not related to turnover intention (b = –0.04, SE = –0.03, p = .295), but it was significantly associated with extra-role performance (b = 0.24, SE = 0.24, $p < .001$). In this manifest analysis, organizational identification was not related to in-role performance

(b = 0.03, SE = 0.04, p = .444), and there was no association with extra-role performance (b = 0.05, SE = 0.08, p = .274), but it was negatively related to turnover intention (b = –0.13, SE = –0.17, p = .003).

The model in total explained 29% of the within-person variance of global psychological need satisfaction (R^2 = .29), just under 12% of the within-person variance of perceived social support (R^2 = .12), of around 18% of in-role performance (R^2 = .18), about 12% of extra-role performance (R^2 = .12), and almost 15% of the within-person variance for turnover intention (R^2 = .15). To be able to interpret the results in a meaningful way, the results of the latent model use are shown in Figure 11 due to its better model fit.

Figure 11

Results of Testing Hypothesis 5 and Hypothesis 6



Note. Depicted values = Standardized estimates (b). *p < .05, **p < .01, ***p < .001. T1 = Noon measurement at work. T2 = Evening measurement at non-working time.

Again, the model was marginally adjusted by adding autoregressive paths between T1 and T2 organizational identification (Model 12). This model showed a worse fit, $\chi^2_{diff}(279) = 1350.952$, $p < .001$, CFI = .883, RMSEA = .066, $SRMR_{within} = .085$. The results closely resemble the effects previously shown, therefore no separate figure is provided.

Additional analyses were conducted to test for reverse causality, which was possible because all variables were measured at each measurement point. Thus, alternative multilevel structural equation models were tested because a non-mediated model testing the total effect of daily team identification (which is conceived as a level of organizational identification) on employees' daily performance (Hypothesis 7) failed to converge, suggesting that mediators were necessary in the model structure. However, this model (Model 13) now ended normally and showed a good fit when organizational identification at T2 was defined as the outcome variable predicted by employees' performance at T1, $\chi^2_{diff}(72) = 3576.975$, $p < .001$, CFI = .977, RMSEA = .043, $SRMR_{within} = .020$. Here, in-role performance was positively associated with organizational identification ($b = 0.30$, $SE = 0.21$, $p < .01$), and a higher level of turnover intention led to a strongly significant lower level of organizational identification ($b = –0.30$, $SE = –0.23$, $p < .001$). Extra-role performance was not related to employees' organizational identification ($b = –0.12$, $SE = –0.07$, $p = .187$), which supports the hypothesized direction of causality rather than the reverse.

Hypothesis 7: Daily team identification is positively related to employees' daily performance. This hypothesis was supported by the total effects of multilevel standardized estimates for mediated models predicting effects of team identification on performance

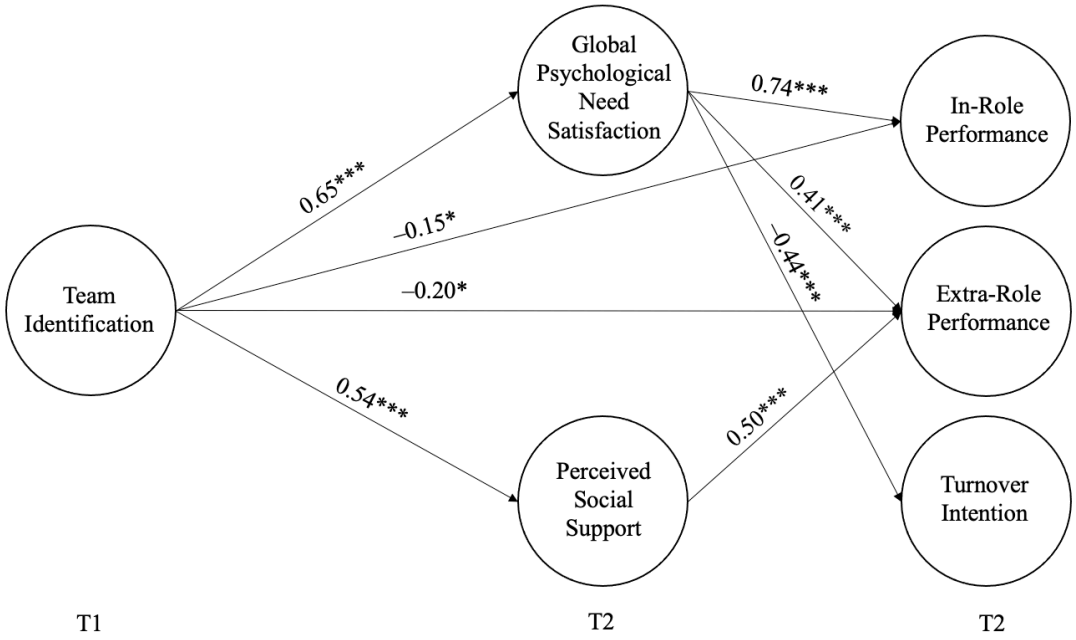
variables (see Table 3). Specifically, total effects were detected for team identification on in-role performance (total effect = 0.37, 95% CI = [0.29; 0.45]), extra-role performance (total effect = 0.34, 95% CI = [0.24; 0.43]), and turnover intention (total effect = –0.34, 95% CI = [–0.42; –0.27]).

Hypothesis 8: Daily team identification has a positive indirect effect on employees' daily performance through (a) employees' daily global psychological need satisfaction and (b) daily perceived social support. The model (Model 14) for testing the hypothesis showed a moderate fit, $\chi^2_{diff}(162) = 6321.511$, $p < .001$, CFI = .904, RMSEA = .064, $SRMR_{within} = .056$. This analysis showed that team identification was related to global psychological need satisfaction ($b = 0.65$, $SE = 0.59$, $p < .001$), and to perceived social support ($b = 0.54$, $SE = 0.78$, $p < .001$). Global psychological need satisfaction was related to in-role performance ($b = 0.74$, $SE = 1.04$, $p < .001$), extra-role performance ($b = 0.41$, $SE = 0.65$, $p < .001$), and negatively to turnover intention ($b = –0.44$, $SE = –0.66$, $p < .001$). Perceived social support was not related to in-role performance ($b = 0.09$, $SE = 0.08$, $p = .133$), or to turnover intention ($b = 0.001$, $SE = 0.001$, $p = .986$), but perceived social support showed at least a significant relationship with extra-role performance ($b = 0.50$, $SE = 0.50$, $p < .001$).

Team identification was not related to turnover intention ($b = –0.06$, $SE = –0.08$, $p = .378$). But there were two slight significant direct effects between team identification and in-role performance ($b = –0.15$, $SE = –0.20$, $p = .028$), and between team identification and extra-role performance ($b = –0.20$, $SE = –0.28$, $p = .018$). Therefore, Hypothesis 8a was supported, while Hypothesis 8b was partially supported by the results (see Figure 12).

Figure 12

Results of Testing Hypothesis 7 and Hypothesis 8



Note. Depicted values = Standardized estimates (*b*). *$p < .05$, **$p < .01$, ***$p < .001$. T1 = Noon measurement at work. T2 = Evening measurement at non-working time.

This model in total explained 42% of the within-person variance of global psychological need satisfaction ($R^2 = .42$), almost 30% of the within-person variance of perceived social support ($R^2 = .30$), about 47% of the within-person variance of in-role performance ($R^2 = .47$), just under 39% of extra-role performance within-person variance ($R^2 = .39$), and 23% of the within-person variance of turnover intention ($R^2 = .23$).

Similar to when Hypothesis 5 and Hypothesis 6 were tested, the model was again modeled with manifest variables (Model 15). Due to similarly poor fit indices, however, the

presentation of the results will be omitted in this case, $\chi^2_{diff}(16) = 519.970$, $p < .001$, CFI = .670, RMSEA = .189, $SRMR_{within} = .050$.

As in the preceding analysis, the autoregression was checked next. For this purpose, a path between team identification at T1 and team identification at T2 was added to the model (Model 16). Compared to the model without autoregressive paths, the model fit was less acceptable, $\chi^2_{diff}(279) = 1558.903$, $p < .001$, CFI = .868, RMSEA = .072, $SRMR_{within} = .069$. The model with autoregressive paths shows results very similar to those reported for the model without autoregressive paths. Due to its slightly inferior model fit, this alternative model is not presented in an additional figure.

Finally, reverse causality was tested in another non-mediated model (Model 17) with team identification at T2 as the outcome variable. This time, in-role performance at T1, extra-role performance at T1, and turnover intention at T1 were tested as antecedents (i.e., predictor variables) of team identification. The fit of the specified model was good $\chi^2_{diff}(72) = 3667.028$, $p < .001$, CFI = .976, RMSEA = .045, $SRMR_{within} = .023$. The relation between in-role performance and team identification was highly significant ($b = 0.40$, $SE = 0.31$, $p < .001$). While extra-role performance was not related to team identification ($b = –0.11$, $SE = –0.07$, $p = .202$), the level of turnover intention had a significantly negative impact on employees' daily level of team identification ($b = –0.32$, $SE = –0.27$, $p < .001$).

All indirect effects (a x b; effect of a predictor on an outcome through the mediator) and total effects (c; includes both direct and indirect effects) of all latent models without autoregressive paths are presented in Table 3. The confidence intervals (CI) mentioned below are the results of 20,000 Monte Carlo simulations (Preacher & Selig, 2012).

Table 3

Multilevel Standardized Estimates for Mediation Models (Study 1)

	Indirect effect (a x b)		**Total effect** (c)	
	b	**95% CI** (lower limit; upper limit)	***b***	**95% CI** (lower limit; upper limit)
OI → Need satisfaction → Emotional exhaustion	–0.31	–0.39; –0.24	–0.23	–0.31; –0.15
OI → Social support → Emotional exhaustion	–0.01	–0.05; 0.02		
OI → Need satisfaction → Work engagement	0.39	0.31; 0.47	0.44	0.37; 0.52
OI → Social support → Work engagement	0.08	0.04; 0.13		
OI → Need satisfaction → Job satisfaction	0.39	0.32; 0.47	0.39	0.32; 0.46
OI → Social support → Job satisfaction	0.03	0.003; 0.07		
TI → Need satisfaction → Emotional exhaustion	–0.37	–0.46; –0.28	–0.32	–0.40; –0.25
TI → Social support → Emotional exhaustion	–0.001	–0.06; 0.06		
TI → Need satisfaction → Work engagement	0.48	0.39; 0.58	0.51	0.44; 0.58
TI → Social support → Work engagement	0.12	0.06; 0.18		
TI → Need satisfaction → Job satisfaction	0.45	0.37; 0.55	0.50	0.44; 0.56
TI → Social support → Job satisfaction	0.02	–0.03; 0.07		
OI → Need satisfaction → In-role performance	0.40	0.32; 0.49	0.27	0.18; 0.36
OI → Social support → In-role performance	0.04	–0.004; 0.08		
OI → Need satisfaction → Extra-role performance	0.21	0.13; 0.30	0.26	0.16; 0.35
OI → Social support → Extra-role performance	0.17	0.10; 0.23		
OI → Need satisfaction → Turnover intention	–0.24	–0.31; –0.17	–0.28	–0.36; –0.21
OI → Social support → Turnover intention	–0.02	–0.05; 0.02		
TI → Need satisfaction → In-role performance	0.48	0.38; 0.59	0.37	0.29; 0.45
TI → Social support → In-role performance	0.04	–0.02; 0.11		
TI → Need satisfaction → Extra-role performance	0.27	0.16; 0.38	0.34	0.24; 0.43

TI → Social support → Extra-role performance	0.27	0.18; 0.36		
TI → Need satisfaction → Turnover intention	–0.29	–0.38; –0.20	–0.34	–0.42; –0.27
TI → Social support → Turnover intention	–0.001	–0.06; 0.06		

Note. N = 161, n = 882. 95% confidence intervals (= CI) are the results of 20,000 Monte Carlo simulations. b = Standardized estimate. OI = Organizational identification. TI = Team identification. Need satisfaction = Global psychological need satisfaction. Social support = Perceived social support. Multilevel standardized estimates for mediation models predicting effects of organizational identification at T1 and team identification at T1 on employees' well-being at T2 and performance at T2 through global psychological need satisfaction at T2 and perceived social support at T2. T1 = Noon measurement at work. T2 = Evening measurement at non-working time.

Supplementary Analysis

Theoretically, even workdays could differ. Finally, because there are courses of energetic motivational processes and performance may deflate from Monday to Friday (Dust et al., 2022), a comparison of within-person variance in the predictor variables was performed. Hence, differences in organizational identification and team identification were tested by comparing two workdays (Monday vs. Friday), which may contain much or very little within-person variance because they are adjacent to the non-working weekend. Specifically, compared to other days in a workweek, Mondays and Fridays may serve as a kind of temporal landmark (Dai et al., 2015), which in turn indicates fixed starting points (Monday) and ending points (Friday) in the context of experiencing a normal workweek. After recovering over the weekend (Völker et al., 2024), employees get back to work on

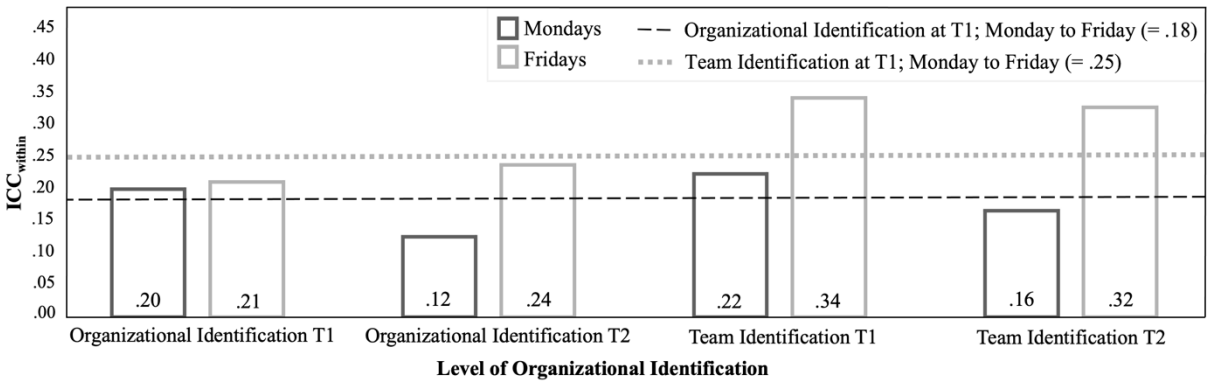
Monday. Therefore, Mondays are typically valued days to start planning, for example, the workweek, and to get reconnected with fellow team members. Fridays, on the contrary, are close to the weekend. To illustrate, when organizations consider reducing their workweek from 5 to 4 days, Friday is often likely to be eliminated (Grosse, 2018). Thus, the within-person variance of organizational identification on Monday may not be the same as the within-person variance on Friday.

For the descriptive comparison of the within-person variance of organizational identification and team identification between Monday and Friday, residual levels were calculated using ICCs. Figure 13 shows that organizational identification is characterized by more homogeneous within-person variance at work when comparing Monday and Friday. On Mondays, the within-person variance of organizational identification is just under 20% at work (T1), and slightly lower at 12% in the evening (T2).

This contrasts with Fridays, where the within-person variance of organizational identification at work (T1) is almost 21%, and just after work (T2) it is almost 24%. Team identification showed notably lower within-person variance on Mondays (22% at T1, 16% at T2) compared to Fridays, which displayed the highest variability (34% at T1, 32% at T2). Because both levels of organizational identification were modeled as predictor variables in the present study, the T1 measure was specified. Across all days of the diary study, the within-person variance in organizational identification (i.e., Monday through Friday) is just under 18% (dashed black line). While the within-person variance of team identification, considering all days of the week, was nearly 25% (dotted grey line).

Figure 13

Within-Person Variance: Mondays Versus Fridays (Study 1)



Note. Depicted values = Within-person variance based on ICCs. T1 = Noon measurement at work. T2 = Evening measurement at non-working time.

Discussion of Study 1's Findings

The next section discusses the findings of Study 1, connects them to relevant theoretical frameworks, outlines practical implications for organizations, critically examines the limitations, and addresses directions for future research—ultimately closing with remarks on final conclusions.

Summary of the Findings

The results of Study 1 provide substantial evidence for the importance of examining organizational identification from an intraindividual perspective. The multilevel structural equation models revealed strong effects at the daily level, with considerable variability attributable to the within-person level, confirming the dynamic nature of both organizational identification and team identification.

The impact of daily organizational identification on employees' daily well-being and performance was evident in several ways. Both organizational identification and team identification predicted an improvement in employees' well-being, as manifested by reduced emotional exhaustion, increased work engagement, and increased job satisfaction. Team identification emerged as an overall stronger predictor, likely due to the team's closer proximity to employees' daily experiences and its more transient nature. There were no total effects of organizational identification and team identification on employees' daily performance when the mediators were not included in the model—but to some extent vice versa. This was in contrast to the well-being outcomes, which showed significant total effects even without specifying the mediator variables. Therefore, the mediators have provided explanatory value for the performance variables in particular.

The study revealed two distinct mediating mechanisms. Global psychological need satisfaction emerged as the primary mediator, with robust effects on all outcome variables. Specifically, global psychological need satisfaction demonstrated significant mediating effects in two important ways: First, it strongly mediated the relationship between both identification levels (organizational identification and team identification) and all three daily well-being outcomes, resulting in reduced emotional exhaustion, increased work engagement, and increased job satisfaction. Second, it strongly mediated the relationship between both identification levels and all three daily performance outcomes, resulting in increased in-role performance, increased extra-role performance, and reduced turnover intention.

When comparing the two levels of organizational identification, team identification showed stronger effects than organizational identification. These findings underscore the

multifaceted, nuanced interplay between different levels of organizational identification and their differential impact on employee outcomes, namely well-being and performance, through different mediating mechanisms from day to day. Furthermore, the results highlight the superior explanatory power of global psychological need satisfaction as a mediator at the daily within-person level. These findings warrant further in-depth consideration in the following sections, leading to theoretical and practical implications.

Theoretical Implications

The present study extends the field of social identity research, as social identification in the work context (i.e., organizational identification and team identification) varies considerably on a daily basis and has several important implications for allied theory. The extant literature on occupational and organizational psychology, particularly with regard to daily fluctuations in work-related variables (i.e., employees' well-being and performance), does not adequately consider the role of fluctuating organizational identification (e.g., Sonnentag, Völker, et al., 2024) in general. Therefore, the results of Study 1 provide several key implications—specifically for the social identity approach (C. Haslam, 2018; S. A. Haslam, 2012; Jetten et al., 2017; Tajfel & Turner, 1979; Turner et al., 1987). They provide empirical support for the theoretical proposition that social identification at work is dynamic and state-like (Bednar et al., 2020). Since organizational identification fluctuates considerably on a daily basis, and these fluctuations are significantly related to employees' well-being and, to some extent, employees' performance, the findings underscore the relevance of extending the current state of theoretical foundations by incorporating these dynamic mechanisms into theorizing.

Organizational Identification Fluctuates Within-Persons on a Daily Basis. The major enrichment of the present study is the realization that, as expected, there is substantial within-person variance in organizational identification. No previous study has been able to establish this within-person perspective of social identification in an organizational context. This insight thus provides a link to the broader theoretical framework. Social identity theory has not only postulated its assumptions at the interpersonal level. Therefore, Study 1 contributed to a theory-methods-fit as social identity theory predicts that a social identity emerges to some extent from "this continuing process of self-definition" (Tajfel, 1974, p. 67). From a daily within-person perspective, this study demonstrated not only significant intraindividual variability, but also revealed that this process operates on a continuous basis, creating a highly dynamic pattern of day-to-day changes.

Notable Within-Person Variance of Organizational Identification on Two Levels. Study 1 shed light on two different levels of organizational identification. The within-person variance in organizational identification at work was 18%, while approximately 25% of the variance in team identification was attributable to within-person variance. Thus, the present study has shown not only that the work-related dimension of social identification is an important issue, but also that there are different levels of organizational identification that appear to be of varying volatility. This finding enlarges the theoretical premise that there are multiple groups at work that employees identify with (e.g., Atewologun et al., 2017) in that organizational identification and team identification fluctuate to varying degrees within individuals from day to day. Consistent with theoretical assumptions, team identification appears to be a stronger predictor of workplace experiences, attitudes and behaviors

(i.e., employees' well-being and performance) than organizational identification (D. Van Knippenberg & Van Schie, 2000).

Generalizability of Key Theoretical Predictions of the Social Identity Approach to the Within-Person Level. Equally important is the theoretical implication that the social identity approach (C. Haslam, 2018; S. A. Haslam, 2012; Jetten et al., 2017; Tajfel & Turner, 1979; Turner et al., 1987) is generalizable at the within-person level. Specifically, the findings show that the predictions of the social identity approach are valid at the intraindividual level. Importantly, however, the present study focused only on the key effect of social identification on well-being and thus investigated one facet of the social identity approach—which is perhaps the most important.

The Mediating Role of Global Psychological Need Satisfaction at the Within-Person Level. The findings establish global psychological need satisfaction (Greenaway et al., 2016) as a critical mediator in the relationship between organizational identification and daily outcomes at the within-person level. This represents a significant contribution to the social identity approach (C. Haslam, 2018; S. A. Haslam, 2012; Jetten et al., 2017; Tajfel & Turner, 1979; Turner et al., 1987) applied to well-being and performance in organizational contexts. Prior research has established need satisfaction at work is beneficial to employees' well-being (e.g., Van Hooff & Geurts, 2015).

The present study, however, extends this understanding to the within-person level applying the social identity approach, showing how daily organizational identification—at work and after work—fulfills core (i.e., global) psychological needs while affecting employees' well-being and performance. In particular, daily global psychological need

satisfaction showed the strongest mediating effect between team identification and work engagement, with similarly robust effects for organizational identification. The mediating effects were also significant, albeit progressively weaker, for in-role performance, job satisfaction, extra-role performance, and turnover intention, suggesting a hierarchical pattern of influence from global psychological need satisfaction.

Moreover, the findings indicate that global psychological need satisfaction exhibits stronger mediating effects than perceived social support in linking both organizational identification and team identification to employees' well-being and performance. This superior mediating capacity may be attributed to the inherently intraindividual nature of global psychological need satisfaction, which is likely to operate continuously at the daily level where this research was conducted. While perceived social support remains measurable at the within-person level, its fundamentally more interpersonal character appears less aligned with daily fluctuations than global psychological need satisfaction. Social support processes often occur between individuals and may sometimes function effectively precisely because they are unobtrusive (Bolger et al., 2000). This therefore makes social support more of an interindividual phenomenon that, for example, drives job satisfaction specifically for employees who identify with their team (e.g., Jimmieson et al., 2010). Given that social support can also be hidden, it may be that social support was present without the employee being aware of it, as perceived social support was measured in Study 1.

In contrast, global psychological need satisfaction is likely to operate continuously within individuals, making it particularly relevant for within-person research designs. This

aligns with previous findings indicating that need satisfaction, for example, helps mitigate negative effects of workplace pressure on employees' recovery (Van Hooff & Geurts, 2015).

The implications are clear: when examining the mechanisms through which organizational identification influences employees' daily experiences, attitudes and behaviors, global psychological need satisfaction emerges as the more robust explanatory mediator at the within-person level compared to perceived social support—introducing it to the social identity approach literature worthy of further exploration.

The Mediating Role of Perceived Social Support at the Within-Person Level. Perceived social support was found to act as a mediator at the within-person level, which enriches previous research that has traditionally examined this mediator at the between-person level in social identity studies. At the between-person level, social support consistently functions as a reliable mediator, aligning with the social identity approach applied to well-being that emphasizes its stress-buffering, health-promoting role (e.g., Frisch et al., 2014).

Importantly, only accepted social support—which requires social identification with support providers (ingroup)—demonstrates health-promoting effects because it is perceived as welcome. This acceptance stems directly from identification with the ingroup, such as the team. Without this identification, social support can be misinterpreted (Bolger et al., 2000).

Analysis of the mediating effects revealed a distinctive pattern: perceived social support exhibited its strongest mediating effect in the relationship between team identification and extra-role performance, followed by organizational identification and extra-role performance. In contrast, it demonstrated a comparatively weak mediating effect

between organizational identification and work engagement, likely because work engagement is fundamentally an intraindividual state (as established in Chapter 2).

These findings suggest that an employee who perceives adequate social support is more inclined to invest additional effort at work. This within-person dynamic cultivates a reciprocal relationship characterized by mutual contributions and benefits, resulting in increased extra-role performance and, to some extent, increased work engagement.

The results ultimately point to a more interpersonal process driven by the mediating role of perceived social support—emphasizing that variables operating at the same level (either intraindividual or interindividual) form stronger mechanisms than variables operating across different levels (intraindividual and interindividual).

Valence Incongruence of Constructs. Organizational identification was more consistently associated with positively valanced well-being and performance variables. The discrepancy between predictor and outcome may be due, at least in part, to valence incongruence (Shuman et al., 2013). For example, research on understanding decision making suggests that negative evaluations are given greater weight than positive evaluations due to certain perceptual biases (Kahneman & Tversky, 1979). Organizational identification, characterized by a positive psychological state of perceived unity between the employee and the organization or team, is likely to exhibit differential relationships with outcome variables based on their valence. Due to valence congruence, organizational identification is likely to have stronger associations with positive outcome measures than with negative ones. Specifically, in the well-being domain organizational identification shows stronger relationships with positive outcomes (e.g., work engagement, job satisfaction) than with

negative outcomes (e.g., emotional exhaustion). Similarly, in the performance domain, organizational identification shows stronger associations with positive behavioral measures (e.g., in-role and extra-role performance) compared to negative, more attitude-related behavioral intentions (e.g., turnover intention).

Comparing the Variance of Organizational Identification and Team Identification—Considering Mondays and Fridays. The higher within-person variance in team identification compared to organizational identification could be attributed to more frequent direct interactions and experiences with fellow team members, making team identification more susceptible to day-to-day fluctuations based on specific team events, conflicts, or successes—suggesting a more volatile nature. The higher relative stability of organizational identification from Monday to Friday suggests that broader organizational identification is more resistant to short-term influences and is a more stable psychological construct—although still dynamic. The pattern of lower variance in team identification on Mondays compared to Fridays may reflect that team dynamics build up over the course of the workweek, with accumulated social interactions, collaborative tasks, and potential tensions leading to greater variability in team identification by the end of the week, while Monday represents a reset point with fewer immediate team-related influences. This emphasizes that Monday and Friday do, in fact, tend to serve as temporal landmarks (Dai et al., 2015).

Spillover Effects Between Work and Non-Working Time. A further theoretical implication that merits consideration is the interplay between work and leisure time focus and their reciprocal relationship. Well-being at work is inherently intertwined with well-being at home: For example, a positive mood at home can have a positive effect on one's mood at

work, and vice versa for negative moods (Song et al., 2008). This study included a clear reference to working hours in the questionnaire, enabling analysis of organizational identification during the workday in relation to employees' well-being and performance. The second measurement occurred immediately after work, at the beginning of leisure time. These findings demonstrate organizational identification's pivotal role in the organizational context for achieving favorable work outcomes, as evidenced by significant effects.

However, it is important to note that a typical workday encompasses both working hours and leisure time. Even activities outside the workplace, such as volunteering or exercise, can affect employees' well-being at work (Hecht & Boies, 2009). In addition, employees may identify more or less with various social groups outside their workplace on a daily basis—which may partly relativize the function of organizational identification, even if there is a strong association with work-related outcomes such as employees' well-being and performance.

Given the variability of well-being across days, weeks, annual rhythms, and even within days (e.g., Bu et al., 2025), it is crucial to consider the dynamic role of organizational identification in employees' daily (i.e., fluctuating) well-being. This diurnal pattern, characterized by better well-being in the morning and an increasing decline in the late evening hours, suggests that organizational identification may be particularly strong during core working hours, when employees are mentally sharpest. Greater variability in weekend well-being could also lead to a contrast effect, in which employees' organizational identification becomes more salient during the transition between work and non-work periods, potentially affecting their overall well-being. In addition, the seasonal pattern of

better mental health in the summer (Bu et al., 2025) might suggest that organizations may need to invest more effort in maintaining employees' organizational identification during the winter months, when baseline well-being is likely to be lower—although and precisely because the direction underscored by the findings suggests that organizational identification tends to come first. In addition, from a theoretical perspective, examining the integration of work and non-work experiences throughout the day provides valuable insights into potential spillover effects between these domains. Moreover, considering general well-being as a contextual condition and analyzing the impact of temporal landmarks, such as the beginning and end of the workday (Dai et al., 2015), provides a more comprehensive understanding of organizational identification processes.

Proximal (Well-Being) Versus Distal (Performance) Outcomes. Overall, organizational identification has stronger, direct relationships with proximal (attitudinal) outcomes at the same level, such as well-being. In contrast, more distal (behavioral) outcomes, such as performance, tend to have weaker relationships with both levels of organizational identification and, as the results suggest, are influenced only by mechanisms elicited by this organizational identification (e.g., through global psychological need satisfaction). Theory recommends testing more goal-oriented proximal variables (e.g., turnover intention vs. job satisfaction; Avanzi et al., 2023). Specifically, employees who engage in discretionary behaviors that promote team cohesion and performance (e.g., organizing team events) are likely to activate both social identification processes and specific behavioral intentions. This social-behavioral link may explain why turnover intention serves as a more accurate indicator than job satisfaction, according to the study’s findings.

This theoretical refinement also suggests an important underlying mechanism: Extra-role behaviors that imply high social relatedness have the potential to strengthen organizational identification by fostering augmented social ties. These enhanced social ties may have a more direct influence on specific behavioral intentions (e.g., to stay or leave the organization: turnover intention) than employees' more general experiences and behaviors.

The Indirect Effects of Organizational Identification on Employees' Performance. The findings of Study 1 show that organizational identification and team identification do not directly impact employees' daily performance (i.e., without considering the mediators). This finding carries profound theoretical ramifications.

First, the absence of direct effects suggests that organizational identification must work through intermediate psychological processes to influence employees' performance. The relationship appears to be necessarily mediated because organizational identification alone—the mere sense of belonging to the organization or the team—seems insufficient to automatically enhance task performance or behavioral outcomes (e.g., in-role performance).

Second, the differential effects on employees' daily well-being, as opposed to performance outcomes, can be theoretically explained by their proximity to identification processes. Well-being outcomes signify immediate psychological responses to social identification, directly reflecting how individuals perceive their workplace social relationships. In contrast, achieving performance outcomes demands the orchestration of supplementary psychological processes to translate identification into concrete behavioral alterations.

Third, this pattern underscores the pivotal mediating role of motivational underlying mechanisms, notably global psychological need satisfaction. Specifically, these mechanisms appear to function as critical facilitators, thereby converting organizational identification into enhanced (i.e., desirable) workplace behaviors, fostering employees' daily performance.

Extra-Role Performance Stems From Organizational Identification. The present study demonstrates that organizational identification most strongly predicts extra-role performance when considering all performance outcomes. This relationship operates through two distinct underlying mechanisms: global psychological need satisfaction and perceived social support.

This finding aligns with meta-analytical evidence from Greco et al. (2022), which similarly identified stronger associations between organizational identification and extra-role behaviors (such as organizational citizenship behavior or counterproductive work behavior) compared to other performance measures. This relationship between organizational identification and extra-role performance can be interpreted applying the social identity approach. When employees strongly identify with their organization, they internalize organizational goals and values as their own. This internalization motivates them to exceed formal job requirements and engage in discretionary behaviors that benefit the organization. The satisfaction of global psychological needs through organizational identification creates intrinsic motivation to contribute beyond required duties, while perceived social support fosters reciprocity and a desire to give back to the organization.

A notable contribution of this research is its examination of these relationships at the within-person level, demonstrating how daily fluctuations in organizational identification

affect employees' extra-role performance through these two underlying mechanisms. This dynamic perspective reveals that even temporary increases in organizational identification can translate into immediate extra-role contributions, highlighting the practical significance of fostering organizational identification in day-to-day workplace interactions.

The Partial Relationship Between Organizational Identification and Employees' Performance: Some Unexplained Direct Negative and Reverse Effects. Leaving aside extra-role performance and turnover intention as expected performance outcomes, the results indicated a direct negative effect of organizational identification on employees' in-role performance. This relationship may be explained by additional underlying mechanisms—not examined in Study 1—that specifically influence in-role performance rather than extra-role performance or turnover intention.

Notably, when testing reverse causality, a highly significant moderate effect was observed, indicating that in-role performance may actually precede organizational identification. Employees who effectively execute their formally assigned responsibilities (e.g., E.-S. Lee et al., 2015) may develop stronger organizational identification when their performance meets or exceeds role requirements. This creates a potential positive feedback loop where task performance enhances organizational identification, which in turn further improves employee performance. This finding suggests two competing, opposing processes linking organizational identification and employees' in-role performance at the daily within-person level. The extent to which employees identify with an organization may be contingent upon their alignment with their role. Specifically, in-role performance represents congruence with organizational expectations, potentially functioning as the foundation for salient

identification development. This suggests that in-role performance may serve as a prerequisite (i.e., antecedent) for organizational identification formation, albeit to a varying degree. Empirical evidence from the present study shows that this effect was more pronounced for organizational identification and less substantial for team identification.

An alternative explanation suggests that perceived social support may promote extra-role performance behaviors due to its inherently reciprocal nature, while simultaneously failing to mediate effects on in-role performance. The short-term energy-consuming properties of social support might explain this neutral to negative direct effect on in-role performance, as employees are likely to allocate more effort to extra-role activities at the expense of formal role requirements. Research indicates that social support generally yields positive outcomes despite potential short-term energy depletion (Lanaj et al., 2016). Organizational identification strengthens social support networks among identified employees, subsequently facilitating extra-role performance. This relationship creates a potential effort allocation trade-off: as employees dedicate more time to providing social support to their fellow team members, they may pay less attention to formal job responsibilities. Therefore, organizational identification may directly reduce employees' in-role performance, particularly when compared with team identification, which appears to function at a more proximal and salient level for daily work activities.

In addition, employees' turnover intention at work led to significantly lower organizational identification in the evening in Study 1. From a social identity theoretical perspective, employees with higher turnover intention may devalue their individual sense of belonging to the organization, thereby diminishing their organizational identification. This

occurs because social identity fundamentally derives from social group memberships that carry emotional significance and value (Tajfel, 1974). As the psychological bond and thus the emotional significance and value with the organization weakens, individuals gradually separate from the organizational ingroup, reducing the centrality of organizational membership to their self-concept. This cognitive-affective distancing mechanism may explain the association between turnover intention and reduced organizational identification.

Hence, employees' daily in-role performance and turnover intention seem to influence their daily organizational identification rather than vice versa—at least when the mediating role of global psychological need satisfaction is not considered.

The Mediating Role of Global Psychological Need Satisfaction and the Non-Mediating Role of Perceived Social Support on Employees' In-Role Performance. In-role performance—compared to extra-role performance—tends to have minimal social character, as tasks are accomplished according to contractual obligations and are therefore largely independent of the extent to which an employee identifies with the organization. Specifically, the present study found no effect of perceived social support as a mediator on employees' in-role performance. This is in line with previous research showing that organizational identification has a low association with in-role behavior, as it is influenced by conditions beyond the individual's control (Van Dick & Kerschreiter, 2016). Additionally, the salience of certain identities at specific time points might play a crucial role (Ashforth & Mael, 1989), as Study 1 demonstrated that organizational identification is temporally dynamic.

Thus, the absence of an intraindividual mediation effect through perceived social support on a daily basis is likely due to the inherently contrived nature of in-role

performance. Such performance (i.e., in-role performance) is predominantly governed by mandatory requirements specified in formal job descriptions, leaving rather minimal discretionary latitude for employees who must simply meet the demands of the position without going the extra mile, unlike extra-role performance. This is in accordance with another study that claimed a stronger relationship between organizational identification and extra-role performance than with in-role performance, reasoning with more self-identified behavior in contrast to acting for the sake of the organization (E.-S. Lee et al., 2015).

However, organizational identification and team identification have been demonstrated to enhance employees' in-role performance through the satisfaction of daily global psychological needs—while the role of perceived social support was found to be non-significant. These findings highlight the critical day-to-day influence of global psychological need satisfaction (i.e., self-esteem, meaning, belonging, and control) on employees' in-role performance. Thus, when global psychological needs go unmet, even routine tasks at work may become more arduous and demanding for employees to perform effectively.

Organizational Identification Increases Employees' Job Satisfaction and Reduces Turnover Intention. The findings show clear relationships between organizational identification and two critical employee outcomes: job satisfaction and turnover intention. While organizational identification positively affects both outcomes at the daily level, the mediation patterns differ. Notably, global psychological need satisfaction mediated the relationship between organizational identification and employees' daily job satisfaction and employees' daily turnover intention, while perceived social support only had a weak mediating role in the association between organizational identification and employees' daily

job satisfaction. This pattern indicates that when employees identify with their organization, retention (evidenced by low levels of turnover intention) and job satisfaction are driven primarily by the satisfaction of global psychological needs (including self-esteem, meaning, belonging, and control). Thus, social support appears to function more at the interpersonal level (even when evaluated at the within-person level), as it explicitly depends on interactions with others—specifically measured through perceived social support "from my fellow team members." In contrast, global psychological need satisfaction is most likely to operate at the intrapersonal level, relating directly to the individual employees' internal perceived experiences being more independent of social interactions (e.g., to "have high self-esteem").

These findings both align with and diverge from the existing literature. For example, De Moura et al. (2009) found organizational identification to be a stronger predictor of turnover intention than job satisfaction, while Van Dick, Christ, et al. (2004) demonstrated direct effects of organizational identification on both outcomes. However, these comparisons warrant caution as previous research examined between-person relationships with variables measured simultaneously, whereas the present study investigated the daily within-person level. As Hamaker (2012) noted, between-person associations do not necessarily reflect within-person processes. Study 1 thus makes a significant contribution by establishing these relationships at the intraindividual level, addressing an important gap (Riketta, 2005).

The Mediating Role of Global Psychological Need Satisfaction: Daily Within-Person Effects on Employees' Performance. Organizational identification enhances employees' daily performance through the underlying mechanism of global psychological need satisfaction at the within-person level. When employees experience stronger

identification with their organization on a given day, this organizational identification fulfills their global psychological needs more completely, providing internal sources necessary for improved performance outcomes that same day. To illustrate, an employee who exhibits a stronger sense of organizational identification will be less inclined to seek employment elsewhere (i.e., reduced turnover intention)—mediated through global psychological need satisfaction. Accordingly, extra-role performance increases significantly through meeting an employees' daily global psychological needs stemming from organizational identification.

This within-person mediation process explains how fluctuations in an employee's daily organizational identification predict the corresponding variability in their daily performance, rather than simply reflecting stable between-person differences. The relationship highlights the dynamic nature of organizational identification as a daily psychological state that affects employees' performance through the satisfaction of global psychological needs, emphasizing the importance of examining these effects at the intraindividual level of analysis.

Integrating Research on Episodic Performance Into the Social Identity Approach Framework. Study 1 makes a significant theoretical contribution by establishing organizational identification as a critical factor within episodic performance research (Beal et al., 2005). This finding introduces a novel domain that distinctly differs from previously established domains in the performance literature, including ability (Dahlke et al., 2018), criterion (Reeve & Bonaccio, 2011), personality traits across the lifespan (Roberts et al., 2006), and personality strength theory (Green et al., 2016). My research substantiates the importance of within-person performance variability highlighted in recent

literature (e.g., Abrahams et al., 2023) and theoretical frameworks (Dalal et al., 2014, 2020), while simultaneously expanding this understanding through the previously underutilized lens of the social identity approach.

The episodic performance theory posits that performance demonstrates considerable variability across short timeframes—minutes, hours, days, and weeks (e.g., Beal et al., 2005; Dalal et al., 2020). However, the underlying mechanisms driving these fluctuations remain to some extent incompletely understood. Previous research has predominantly focused on motivational antecedents of work performance, such as personality and affect (e.g., Hogenelst et al., 2022), which explain individual differences based on short-term within-person variability. Yet these approaches have not adequately incorporated the social identity perspective, making these empirical findings a valuable contribution to the existing literature.

The findings of Study 1 demonstrates that organizational identification, operating at two distinct levels, enhances employees' daily performance through two underlying psychological mechanisms. Specifically, an employee with stronger organizational identification experiences greater daily global psychological need satisfaction, which subsequently enhances employees' daily performance outcomes (e.g., reduced turnover intention). This within-person variability confirms the dynamic nature of both organizational identification and employee performance, as both fluctuate on a day-to-day basis.

Although the social identity approach has traditionally been more extensively applied to well-being research (e.g., C. Haslam, 2018; S. A. Haslam, 2012), the findings demonstrate its efficacy in explaining intrapersonal variations in performance outcomes as well. This suggests that the framework should be formally expanded to explicitly incorporate

performance dynamics alongside its established applications. Thus, this research applies the social identity approach (C. Haslam, 2018; S. A. Haslam, 2012; Jetten et al., 2017; Tajfel & Turner, 1979; Turner et al., 1987) to well-being and performance. It establishes that employees' performance is fundamentally episodic, fluctuating not only between days but potentially within days as psychological states (e.g., global psychological need satisfaction) shift in response to varying levels of organizational identification.

Practical Implications

From a practical perspective, the results of Study 1 are useful for designing environments for employees within organizations to emphasize the positive impact on employees' daily well-being and performance. Organizational identification and team identification considerably fluctuate on a daily basis, but at the same time, the complexity of daily fluctuations in employees' well-being and performance (i.e., within individuals) should also be addressed by organizations with specific policies and practices.

Specifically, Study 1 shows that organizational identification and team identification both significantly increase employees' well-being and, to some extent, employees' performance through global psychological need satisfaction and perceived social support—on a daily basis. Organizations should therefore implement systematic policies and practices to continually strengthen employees' organizational identification by addressing their identity formation processes. For example, the study's findings reveal that when aiming to reduce employees' daily turnover intention, fulfilling employees' global psychological needs through organizational identification has a substantially greater impact than the perception of social support. This key difference challenges conventional retention strategies that prioritize team-

building initiatives, suggesting that organizations should instead focus on addressing organizational identification to satisfy employees' daily global psychological needs.

Since Study 1 did not investigate antecedents for the emergence of organizational identification, this section provides general recommendations from the literature and implications from the findings of Study 1 that address this issue. However, in order to complete the picture, further research would have to examine the daily within-person perspective of the emergence of organizational identification. Yet, some reverse causality models demonstrate that in-role performance is rather an antecedent for organizational identification. This finding yields the first important practical implication: Organizations should provide employees with precise role descriptions that explicitly define expectations (e.g., performance), thereby reducing uncertainty about their role.

As shown in Chapter 2, sense-giving is a key contributor to the emergence of organizational identification (e.g., Vough, 2012), which can be effectively addressed through strategic communication, answering identity-forming questions (e.g., "Who are we?", "What do we stand for?"). Importantly, even the most marginal group situations are enough to experience a sense of belonging (e.g., Hogg & Williams, 2000). From a corporate communications perspective, for example, organizations should consistently use inclusive language such as "we" when announcing goals, achievements, and strategic plans to reinforce employees' daily sense of organizational identification. In addition, they should implement specific organizational identification-enhancing policies and practices, including regular team meetings and daily opportunities for social interactions (e.g., Dimotakis et al., 2011), whether in-person or remote, that build team cohesion and common purpose; mission statements that

are clearly visible and present every day, emphasizing the organization's strategic shared goals and collective values; structured storytelling moments that highlight the organization's prestige and distinctiveness (e.g., Ashforth & Mael, 1989), thereby fostering employees' organizational identification and team identification as valued ingroups.

Moreover, regular organizational pulse checks using ultra-short, more frequent employee surveys to measure fluctuating levels of organizational identification at both the organizational and team levels can be useful to monitor temporary fluctuating trajectories and to track comparisons (e.g., over time, between departments, between sites). Organizations should then leverage these assessments to sensitively strengthen employees' sense of organizational identification at both levels and align individual perceptions with organizational values. This continuous identification management approach creates a virtuous cycle of increased well-being and performance through sustained identification processes.

In addition, a structured onboarding program (Sluss et al., 2012) with mentoring opportunities, combined with regular cross-functional collaboration and team-building activities, could support the creation and maintenance of strong identification with the organization, especially among new hires. To cultivate a sense of membership and belonging (i.e., organizational identification), it might also be useful to furnish avenues for social interaction, the formation of networks within the organization, and the establishment of events and platforms that promote sustained exchange among all employees, apart from their organizational tenure.

Finally, annual performance management could be complemented by continuous feedback sessions approaching real-time responses (Idrus, 2025), as more traditional annual

appraisals tend to be insufficient to promote regular growth (Pulakos et al., 2015) and manage performance variability (Buckingham & Goodall, 2015). In particular, implementing specific leadership development programs (e.g., Haslam et al., 2017), and interactions with managers are important as managers serve as role models by practicing leadership styles that promote the emergence of organizational identification (Breevaart & Bakker, 2018; Krug et al., 2020). But also practicing developmental leadership—building employees' professional capabilities and supporting their career growth—might increase employees' sense of organizational fit and strengthen their organizational identification (Zhang & Chen, 2013). Consequently, organizations may ensure that employees perceive their organizational goals as worthy of support by addressing employees' level of organizational identification—day in and day out.

Limitations and Future Directions for Research

Study 1, which utilized a daily diary design, revealed several limitations that merit thorough examination in future research endeavors. As with any scientific approach, the selected methodology of this study presents both strengths and limitations. The following section provides a critical evaluation.

The primary caveat that merits attention is that half of the hypotheses under consideration were pre-registered in accordance with established scientific procedures, aiming to preclude post-hoc reasoning. This decision was made on the basis of the well-being hypotheses' broad theoretical foundation, namely the social identity approach applied to well-being (C. Haslam, 2018; S. A. Haslam, 2012; Jetten et al., 2017). Similar hypotheses were derived from theory in advance for all performance outcomes but were not pre-registered. This was deliberate, as the theory concerning the social identity approach to

performance is not yet as mature as in research on the effects on health and well-being. It is therefore particularly advantageous to have established meaningful results on which research can build in subsequent studies (e.g., experiments), as this facilitates the creation of a more comprehensive theoretical foundation.

The analysis revealed that global psychological need satisfaction is a substantially stronger mediator than perceived social support in the relationships between organizational identification (at both levels) and outcomes (employees' well-being and performance). This finding may be attributed to measurement overlap, as the global psychological need satisfaction scale (consisting of self-esteem, meaning, belonging, and control) included an item explicitly addressing belonging: "Right now, there is a strong feeling of belongingness among my fellow team members." This conceptual similarity likely explains the stronger correlations between organizational identification measures and global psychological needs compared to perceived social support. However, measuring global psychological need satisfaction proves valuable for understanding how social identification at work affects outcomes at work through intrapersonal psychological processes active in employees' daily experiences, attitudes and behaviors.

Moreover, employees' fundamental need for belonging motivates them to identify with social groups at work. This aligns with theory suggesting that personal needs contribute to identification formation (Weisman et al., 2022). In Study 1, however, organizational identification functions as a predictor variable and remains conceptually distinct from the need for belonging. Organizational identification refers to the integration of an organization's values and goals into one's self-concept (i.e., perceiving an overlap), while the need for

belonging is a core psychological need for social acceptance and belonging to a social group in general. Importantly, an employee's intrinsic drive to satisfy the need for belonging is conceptually distinct from the actual satisfaction of those needs (i.e., global psychological need satisfaction)—one represents motivational intensity (Easterbrook & Vignoles, 2012), while the other measures satisfaction attainment (Greenaway et al., 2016). Therefore, assessing whether an employee's need satisfaction motivation increases their global psychological need satisfaction through organizational identification represents a separate psychological process. Future research should explore the causal relationships within the reciprocal identification-need-satisfaction mechanisms by examining, for example, the temporal dynamics between organizational identification formation, actual need satisfaction, and individual levels of need satisfaction motivation, or by focusing on need satisfaction without collapsing the construct as *global* psychological need satisfaction.

Another interesting direction for future research is to examine within-person antecedents of organizational identification. In everyday working life, for example, identification with the team might lead to increased performance because it satisfies an employee's global psychological needs. However, good performance also enhances the team's reputation, which might, in turn, lead to greater team identification. Status and prestige are also seen as antecedents to the emergence of organizational identification (Weisman et al., 2022). Accordingly, it would be worthwhile to examine the extent to which employees' within-person performance predicts organizational identification (e.g., at different levels) or whether there are any reciprocal effects. To illustrate, an employee whose need for meaning is satisfied by good performance is likely to identify more strongly with the organization, which

is primarily an intrapersonal effect. In-role performance or turnover intention could also be antecedents, as effects were found in reverse models. Therefore, it would be instructive to examine other theoretically proposed antecedents of organizational identification at the intraindividual level, such as individual work orientation or personal needs. This could be interesting as psychological effects are likely to unfold at the intraindividual level.

Workplace experiences, particularly daily social interactions, shape organizational identification (Vough, 2012). However, empirical evidence on how the frequency and quality of these interactions influence day-to-day organizational identification and team identification at the within-person level is lacking. Hence, understanding these intraindividual dynamics is crucial, as they can ultimately manifest as between-person effects. While between-person research provides valuable insights, it offers only indirect evidence of temporal dynamics. Future studies should therefore examine organizational identification antecedents at both levels to develop a comprehensive understanding of their origins and effects.

However, the different levels of social groups at work through which an employee receives and perceives social support in general (e.g., from fellow team members, from their manager, from an external consultant or from the organization as a whole, such as through tools) could also respond dynamically to the extent to which that employee identifies with different social groups at work. Social support and social identification are mutually reinforcing (Häusser et al., 2023). For example, in the absence of managerial support, employees' global psychological need satisfaction might decrease, which in turn negatively affects their well-being, behavior, and sense of belonging (McIlroy et al., 2021). Therefore, exploring varying levels of perceived social support within the work environment represents

another promising avenue for further research, with the potential to influence individual organizational identification, and employees' well-being and performance.

The number of social identifications and their interacting effects could also be further explored in future research. Two different levels of organizational identification have been identified, both of which are highly dynamic and fluctuate within individuals: organizational identification and team identification. The more social identities an individual has access to and feels a sense of belonging to, the more well-being-related benefits they should experience (e.g., Iyer et al., 2009). Therefore, future research may benefit from exploring the extent to which the number of shared social identities at work contributes to employees' well-being at work at the intraindividual level. This research could examine whether managing relationships with multiple workplace social groups increases or reduces employees' well-being. A key distinction worth investigating is between formal groups (established by the organization) and informal social groups, as organizations deliberately create various groupings such as interdisciplinary project teams, recreational activities (e.g., sports), or onboarding cohorts. This research direction would offer meaningful contributions to both theoretical understanding and shaping organizations in practice.

The research design of Study 1 has a limitation regarding causal interpretation. Because the measured mediators (global psychological need satisfaction, perceived social support) and outcomes (well-being, performance) were measured simultaneously (i.e., at T2), the true directional fit remains unclear. Although models with autoregressive paths of organizational identification and team identification were tested, employees' well-being might influence daily levels of global psychological need satisfaction or perceived social

support rather than following the proposed pathway. It was therefore all the more important to derive these directions theoretically.

Non-mediated reverse causality models confirmed that organizational identification generally precedes employees' well-being, yet also revealed that certain performance components (specifically in-role performance and turnover intention) can significantly affect organizational identification—differently than previously assumed. This finding challenges the typically unidirectional assumption within the social identity approach (C. Haslam, 2018; S. A. Haslam, 2012; Jetten et al., 2017; Tajfel & Turner, 1979; Turner et al., 1987) that social identification leads to well-being, often without considering reverse effects. For example, employees experiencing positive emotional states may provide more social support, increasing their likelihood of receiving and perceiving social support in return, potentially strengthening their organizational identification.

Therefore, future research should address these limitations through (1) multiple daily measurements (e.g., three times a day) to establish temporal precedence, (2) conceiving organizational identification as a predictor or outcome variable, (3) experimental designs that manipulate organizational identification, and (4) other studies that examine both work and non-work experiences, attitudes and behaviors simultaneously, recognizing the relationship between organizational identifications and both employees' well-being and performance.

Another minor limitation in Study 1 is that employees' performance was assessed by self-reports. It would be very interesting for future studies to use different approaches such as cognitive performance tests (Perzl et al., 2023) instead of subjective ratings. In addition, it would be worthwhile to include more objective performance ratings (e.g., from disciplinary

managers) in the performance construct, which would lead to an even more precise localization of an employee's performance—to further approximate employees' most realistic performance when measured from multiple perspectives. However, this would be quite difficult to implement as anonymity must always be maintained and it would be difficult to integrate managers' ratings of their employees at the employee level and simultaneously match them with the same employees' responses on a daily basis in order to analyze the within-person level. In addition, this approach would not be particularly economical, which is necessary for diary studies to achieve a high level of participation (Ohly et al., 2010).

The within-person variance of organizational identification at the two levels recorded (i.e., organizational identification and team identification) differs on a Monday and on a Friday. At the end of a workweek, the intraindividual variance in team identification is particularly high. However, it was not analyzed in-depth whether, for example, a Wednesday contains more variance than a Friday, which is closer to the weekend and therefore possibly fluctuates more or less within-persons. To account for linear or cyclical trends (Gabriel et al., 2019) over the workweek, future studies could capture the trends and interactions with specific mediators of predictive power (e.g., global psychological need satisfaction) to approximate time trajectories when considering temporal landmarks (e.g., especially Mondays and Fridays), but also dependencies on other influencing variables (e.g., exploring specific conditions under which these occur by examining moderator variables such as tenure or remote working). Additionally, in response to the remarkable daily variance highlighted in Study 1, a closer look at changes even within a single day could be very worthwhile to examine the evolution of states within days (Debus et al., 2014), but also over longer time

periods (Bednar et al., 2020) across days in research on how organizational identification affects employees' well-being and performance. Therefore, the question of temporal mechanisms at the within-person level merits further consideration, as its responses have the potential to contribute to the formulation of concepts in organizations (e.g., to explore and define future working hours that are optimal for employees' well-being and performance).

According to the happy productive worker hypothesis (Cropanzano & Wright, 2001; Taris & Schreurs, 2009), well-being predicts performance because a healthy employee is a productive employee. Well-being provides a firm theoretical foundation to understand its dynamic impact on employees' performance (Sonnentag, 2015). Future studies could build on this and shed light on the mediating effects of employees' well-being on their performance applying the social identity approach (e.g., daily organizational identification has a positive indirect effect on employees' daily performance through employees' daily well-being).

Finally, the two mediators of Study 1, namely global psychological need satisfaction and perceived social support, differed in their power to mediate the relationship between organizational identification and employees' well-being and performance. From a theoretical perspective, global psychological need satisfaction appears to function primarily as a daily intrapersonal process, whereas social support represents a more—but not exclusively—interpersonal nature as this construct refers to others. While social support is widely recognized as a health-promoting reciprocal social process in the workplace, it can also deplete an individuals available mental and emotional capacity in the short term (Lanaj et al., 2016). Thus, future research could explore whether employees' daily global psychological need satisfaction mediates the relationship between organizational

identification and perceived social support. For instance, when employees' needs are satisfied through their team identification, this might positively influence their willingness to support fellow team members (e.g., providing social support). Similarly, Study 1 demonstrated this effect on employees' extra-role performance, a construct that also includes social (i.e., interpersonal) elements. This relationship could be initially examined at the within-person level, followed by an analysis of how this mechanism manifests between-persons.

Conclusions from Study 1

The present study provides valuable insights into the dynamic nature of organizational identification at two distinct levels (organization and team), demonstrating *how* these daily fluctuations at both levels affect employees' well-being (emotional exhaustion, work engagement, job satisfaction) and performance (in-role performance, extra-role performance, turnover intention). Study 1 shed light on two mechanisms underlying these effects: global psychological need satisfaction, showing a strongly mediating role, and perceived social support, showing a lesser mediating role. These findings underscore the necessity for multilevel research designs to elucidate underlying mechanisms and establish evidence-based policies and practices that account for these daily fluctuations and their effects, thereby challenging stable conceptualizations of organizational identification and advancing social identity research. In conclusion, both levels represent valuable sources for organizations, positively affecting employees' well-being and performance on a daily basis. Overall, the temporally dynamic nature of organizational identification and its daily effects on employees' well-being and performance constitutes a significant finding for research and practice.

Chapter 5: Study 2—A Dual-Pathway, Between-Person Perspective

Building upon the social identity approach (C. Haslam, 2018; S. A. Haslam, 2012; Jetten et al., 2017; Tajfel & Turner, 1979; Turner et al., 1987), Study 2 investigates the dual-pathway mechanisms through which organizational identification affects employees' well-being over time. Despite a growing body of evidence suggesting that organizational identification exerts a significant impact on employee outcomes, prior research has primarily focused on more positive, often cross-sectional relationships, overlooking dual-pathway mechanisms that manifest over extended periods of time (Bednar et al., 2020). To address this research gap—which represents the second neglected perspective—a dual-pathway model was theorized and tested. Specifically, I proposed that organizational identification operates over time through two distinct underlying mechanisms: (1) perceived social support, which subsequently increases employees' well-being, and (2) a lack of detachment, which in turn may reduce employees' well-being. This chapter presents the research methods and design, analytical strategy, and empirical findings, followed by a comprehensive discussion of theoretical and practical implications. The findings contribute to the social identity approach in the field of occupational and organizational psychology by shedding light on the dual-pathway mechanisms of organizational identification on employees' well-being over time. As derived in Chapter 2, Study 2 tests the following hypotheses at the interindividual level:

Hypothesis 9: Organizational identification has a positive indirect effect on employees' well-being through perceived social support.

Hypothesis 10: Organizational identification has a negative indirect effect on employees' well-being through a lack of detachment.

Methods

Research Design

A longitudinal study was conducted from September 2024 to December 2024, with three measurement points and 6-week retest intervals (i.e., T1, T2, T3), because at least three waves are needed to test for true causal effects in a mediation model (Cole & Maxwell, 2003). Hypotheses, measures, sample size, and analyses were pre-registered and are available at AsPredicted (https://aspredicted.org/hxy6-qc25.pdf). Participation was voluntary. The web-based study was conducted through the panel provider www.prolific.com, with data collection hosted by SoSci Survey. Prolific can generate high quality data, even when compared to other vendors, and is especially suited for repeated measurement data collection (Douglas et al., 2023; Peer et al., 2021; Stanton et al., 2022). To participate in Study 2, it was technically only necessary for participants to be registered. Participants were paid £1.00 for completing one questionnaire. To minimize attrition between measurement points, a bonus payment of £3.00 was given for completion of all three questionnaires. As for Study 1, this study was approved by the local ethics committee of the University of Hildesheim.

Participants

The aim was to recruit at least $N = 500$ individuals at T3. Anticipating a 20% attrition rate between two consecutive measurement points, $N = 782$ individuals were invited at T1. In addition, a gender-balanced sample and current employment were required for participation, as the study is concerned with work-related experiences, attitudes and behaviors. The T1 questionnaire first asked for consent to participate in the study and provided information about anonymity and that there would be no repercussions for stopping the survey at any

time. All questionnaires T1, T2, and T3 contained not only the items but also sociodemographic questions and control questions (e.g., self-employment yes/no).

T1 Data Preparation. After filtering out duplicate questionnaires, 768 unique questionnaires remained from a total of $N = 782$ invited participants. In the next step, all participants were excluded from further analysis who were self-employed ($n = 1$ excluded), who reported working a maximum of 60 hours (either contractually or actually), and who worked more than 5 working days ($n = 115$ excluded). This was necessary in order to have roughly comparable working conditions. From the remaining 652, outliers were excluded as pre-registered by removing questionnaires with a relative speed index > 2.0 (Leiner, 2019). Minus the 10 participants screened out in this step, the final sample at T1 was $N = 642$.

T2 Data Preparation. All T1 participants who gave informed consent and were not self-employed ($n = 767$) were invited again at T2, regardless of whether they had already been filtered out, for example, by the relative speed index. A total of 619 records were collected at T2 (80.7%). The same data processing procedure as in T1 was then repeated for this sample. Of the data sets collected, 603 (78.6% of all invited) were distinct participants because they answered the questionnaire once. Then, those participants who indicated that they were self-employed ($n = 1$ excluded), who indicated that they worked more than 60 hours per week (either contractually or actually), and who worked more than 5 working days ($n = 33$ excluded) were excluded from the subsequent analysis. As in T1, the last step was to detect outliers. This time, eight more participants were excluded depending on the relative speed index above 2.0 (Leiner, 2019). The final sample at T2 was $N = 561$.

T3 Data Preparation. At the third measurement point, the same sample as at T2 was invited. At T3, $n = 503$ unique data sets were collected (65.6% of all invited). The next step was to use the same procedure as for T1 and T2 to clean the data in a comparable way. Due to self-employment, one participant had to be excluded. Two additional participants who reported working more than 60 hours per week (either contractually or actually) were excluded, and 24 more were deleted after filtering for participants who worked more than 5 days per week. Finally, five more participants were excluded from the subsequent analysis because they exceeded the pre-registered speed index benchmark. At this point, the content plausibility check was again important, and as a direct result, two more records indicating several hundred years of tenure were removed. Final sample at T3 was $N = 469$.

Sample Description. On average, the participants at T1 were 37.71 years old ($SD = 10.89$), at T2 mean age was 39.64 years ($SD = 18.67$), and at T3 39.59 years ($SD = 11.11$). At all measurement points, participants were located in the United Kingdom. Gender of the sample was, as pre-screened, quite balanced as 51.1%, 49.2%, and 49.0% of all participants identified as female at T1, T2, and T3, respectively, with 48.6%, 50.3%, and 51.0% identifying as male at T1, T2, and T3, respectively. At T1, 0.3% selected "other" and at T2, 0.5% indicated "other" as their answer. The mean tenure at T1 was 6.3 years ($SD = 6.46$) with 84.7% working full-time, at T2 6.65 years ($SD = 6.48$) with 86.3% working full-time, and at T3 6.92 years ($SD = 6.58$) with 85.3% working full-time. The average weekly working time according to participants' contracts was 31.89 hours at T1 ($SD = 9.45$), 33.92 hours at T2 ($SD = 9.98$), and 31.43 hours at T3 ($SD = 8.55$), whereas the actual weekly working time was on average 31.74 hours at T1 ($SD = 10.09$), 32.55 hours at T2

(*SD* = 10.55), and 26.12 hours at T3 (*SD* = 8.78). The participants in Study 2 had an average of 4.74 working days (*SD* = 0.66) per week at T1, 4.75 days (*SD* = 0.66) at T2, and 4.74 days at T3 (*SD* = 0.67). The two most common highest educational qualifications were undergraduate degree with 40.0% at T1 and T2, and 42.9% at T3, whereas graduate degree was indicated by 21.0% at T1, 22.0% at T2, and 20.5% at T3. Most participants stated that they work in finance (16.0% T1; 15.9% T2; 16.4% T3), followed by information technology (12.0% T1; 10.7% T2; 11.7% T3). Table 4 shows the sample description for all three measurement points.

Attrition Analysis. The attrition rate from T1 to T2 was 12.6% and from T2 to T3 was 16.4% when calculating these ratios using adjusted data. As suggested by Nicholson et al. (2017), an attrition analysis was conducted to identify any bias by conducting multiple *t*-tests and chi-squared tests with gender, age, and other demographics such as highest educational degree, but also for organizational identification. If no equal variances existed as a prerequisite, the Welch's *t*-test was run instead (Delacre et al., 2017). This additional analysis was done firstly for those who took part in the first round of the study (at T1) and secondly for the two subsequent measurement points (at T2 and T3). At T2, participants were on average 1.9 years older than at T1 ($t(874.62) = -2.15$, $p = .032$), similar results were found for average age between T1 and T3 ($t(1109) = -2.90$, $p = .004$), whereas at T3 the average age was not significantly different compared to the sample at T2 ($t(933.86) = -0.002$, $p = .998$). Since participants were asked for demographic data at each measurement point, it is quite possible that some participants had a birthday before T2 and were suddenly older, among other possible reasons.

Table 4

Sample Description (Study 2)

Baseline Characteristic	T1 Participants (N = 642)			T2 Participants (N = 561)			T3 Participants (N = 469)		
	M	*SD*	%	*M*	*SD*	%	*M*	*SD*	%
Gender									
Female			51.1			49.2			49.0
Male			48.6			50.3			51.0
Other			0.3			0.5			
Age (years)	37.71	10.89		39.64	18.67		39.64	11.11	
Tenure (years)	6.3	6.46		6.65	6.48		6.92	6.58	
Thereof full-time working			84.7			86.3			85.3
Weekly working time									
Contract (hours)	31.89	9.45		33.92	9.98		31.43	8.55	
Actually (hours)	31.74	10.09		32.55	10.55		26.12	8.78	
Workdays a week	4.74	0.66		4.75	0.66		4.74	0.67	

Note. *M* = Mean. *SD* = Standard deviation. T1 = First measurement point. T2 = Second measurement point (T1 + 6 weeks). T3 = Third measurement point (T2 + 6 weeks).

Moreover, there was no significant difference regarding gender between T1 and T2 ($\chi^2(5, N = 328) = 0.74$, $p = .690$; $\omega = .03$), but between T2 and T3 ($\chi^2(2, N = 276) = 216.37$, $p < .001$; $\omega = .41$), as well as between T1 and T3 ($\chi^2(2, N = 328) = 248.98$, $p < .001$; $\omega = .43$), both indicating a somewhat medium effect size (Cohen, 2016). No significant differences were identified for the highest educational degree either: between T1 and T2 ($t(1201) = -1.04$, $p = .297$), from T2 to T3 ($t(1028) = 0.32$, $p = .750$), and between T1 and T3 ($t(1109) = -0.67$, $p = .503$). Finally, differences due to attrition were tested for organizational identification: specifically, there was no significant difference from T1 to T2 ($t(1201) = 1.70$, $p = .090$), no difference from T2 to T3 with ($t(1028) = 0.85$, $p = .394$), and a moderately significant difference from T1 to T3 ($t(1109) = 2.50$, $p = .013$). Comparing the mean organizational identification scores, starting with 3.68 at T1 to 3.53 at T3, the level of being identified with the organization appears to have declined little over the course of the present longitudinal study within 3 months, as there were significant differences between the groups of participants ($t(1109) = 2.50$, $p = .006$).

Measures

The variables organizational identification, perceived social support, and detachment were measured with 5-point scales ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). All variables of the well-being construct (emotional exhaustion, work engagement, job satisfaction) were measured using 7-point scales ranging from 1 (*strongly disagree*) to 7 (*strongly agree).* All variables were collected at all measurement points (T1, T2, T3). A comprehensive overview of all 27 items is provided in the appendix.

Organizational Identification (T1, T2, T3). Organizational identification was measured using an adapted scale from Doosje et al. (1995) with a total of four items. One example item was “I am glad to be a member of my organization” adapted to the organizational level. A reliability check showed that Cronbach’s alpha at T1 was $\alpha = .91$, at T2 it was $\alpha = .93$, and at T3 the reliability was $\alpha = .94$.

Perceived Social Support (T2). Perceived social support was assessed with a four-item scale from C. Haslam (2018). Internal consistency with $\alpha = .89$ at T2 was reliable (example item: “Do you get the advice you need from other people at work?”). Here, the items have been modified to better fit the work context by adding "at work" to the end.

Detachment (T2). A four-item scale from Sonnentag and Fritz (2007) was used to measure detachment. The reliability analysis revealed $\alpha = .89$ for the second measurement point. With instruction that this statement focuses on after work time, one example item was “I don’t think about work at all.”

Well-Being (T3). Employees’ well-being was operationalized as (1) emotional exhaustion, (2) work engagement, and (3) job satisfaction. All responses had to be given on a 7-point scale (from 1 = *strongly disagree* to 7 = *strongly agree*).

Emotional Exhaustion (T3). Emotional exhaustion was assessed by applying a five-item scale based on the Maslach Burnout Inventory-General Survey (MBI-GS; Schaufeli et al., 1996). Internal consistency at T3 was $\alpha = .96$ (example item: “I feel emotionally drained from my work”).

Work Engagement (T3). To measure work engagement, Schaufeli et al.'s (2006) 9-item Utrecht Work Engagement Scale (UWES-9) was employed, which had an internal

consistency at T3 of α = .95 (example items: vigor: “I feel happy when I am working intensely”; dedication: “My job inspires me”; absorption: “I am immersed in my work”).

Job Satisfaction (T3). Job satisfaction was measured using a single item: “All in all, I am satisfied with my job” in reference to Krug et al. (2021), which is common practice.

Data Analysis

As pre-registered, the data analyses were based on path modeling. Therefore, data were processed and several multivariate path models were specified in R using the *lavaan* package (Rosseel, 2012). First of all, a model was defined to test Hypothesis 9 and Hypothesis 10 simultaneously. This included one predictor (organizational identification; at T1), three outcomes (emotional exhaustion, work engagement, and job satisfaction; each at T3), and two mediators (perceived social support and detachment; both at T2).

Manifest variables were specified for the model. These are directly measured variables, as opposed to latent constructs. For each measurement point, scale scores were calculated by averaging the respective indicator items to create manifest variables. For example, organizational identification at T1 was originally measured using four items, which were averaged to create a single manifest variable representing organizational identification at T1. The same procedure was applied to all variables (per construct). The advantage of manifest variables is that they minimize uncertainty because they do not introduce measurement error due to estimates of latent variables. To avoid the possible misleading consequences that a manifest path model can be exposed to (Cole & Preacher, 2014), reliable measures from well-validated questionnaires were used and no highly complex models were

specified. In addition, reliability was again verified by calculating internal consistencies. The cut-off indices of Hu and Bentler (1999) served as the basis for assessing the model fits.

The model described was tested twice: with and without autoregressive paths at all measurement points of organizational identification. To estimate any mediation effects, bootstrapping with 5,000 repetitions was used (Preacher et al., 2007). In addition, full information maximum likelihood was chosen as the estimation method to account for missing data (Newman, 2014). Table 5 presents skewness and kurtosis statistics, as well as means and standard deviations, as further descriptive information for all variables in Study 2.

Table 5

Descriptive Statistics for all Variables (Study 2)

Variable	*M*	*SD*	Skewness	Kurtosis	Cronbach's α
Organizational identification T1	3.68	0.94	–0.67	0.07	.91
Organizational identification T2	3.58	1.01	–0.59	–0.33	.93
Organizational identification T3	3.53	1.05	–0.59	–0.38	.94
Perceived social support T2	3.73	0.89	–0.77	0.44	.89
Detachment T2	3.31	1.06	–0.1	–0.91	.89
Emotional exhaustion T3	4.03	1.83	–0.07	–1.17	.96
Work engagement T3	4.31	1.43	–0.41	–0.48	.95
Job satisfaction T3	4.76	1.70	–0.63	–0.45	

Note. M = Mean. *SD* = Standard deviation. T1 = First measurement point. T2 = Second measurement point (T1 + 6 weeks). T3 = Third measurement point (T2 + 6 weeks).

Results

Hypotheses Tests

The pre-registered hypotheses were tested as described using two similar models: with and without the inclusion of autoregressive paths of organizational identification. All indirect and total effects are reported as bootstrapped standard errors in Table 6. In addition, Table 7 contains correlations of all variables. In the ensuing figures, latent variables are to be depicted as round forms, while manifest variables are to be represented as squares.

Hypothesis 9: Organizational identification has a positive indirect effect on employees' well-being through perceived social support.

Hypothesis 10: Organizational identification has a negative indirect effect on employees' well-being through a lack of detachment.

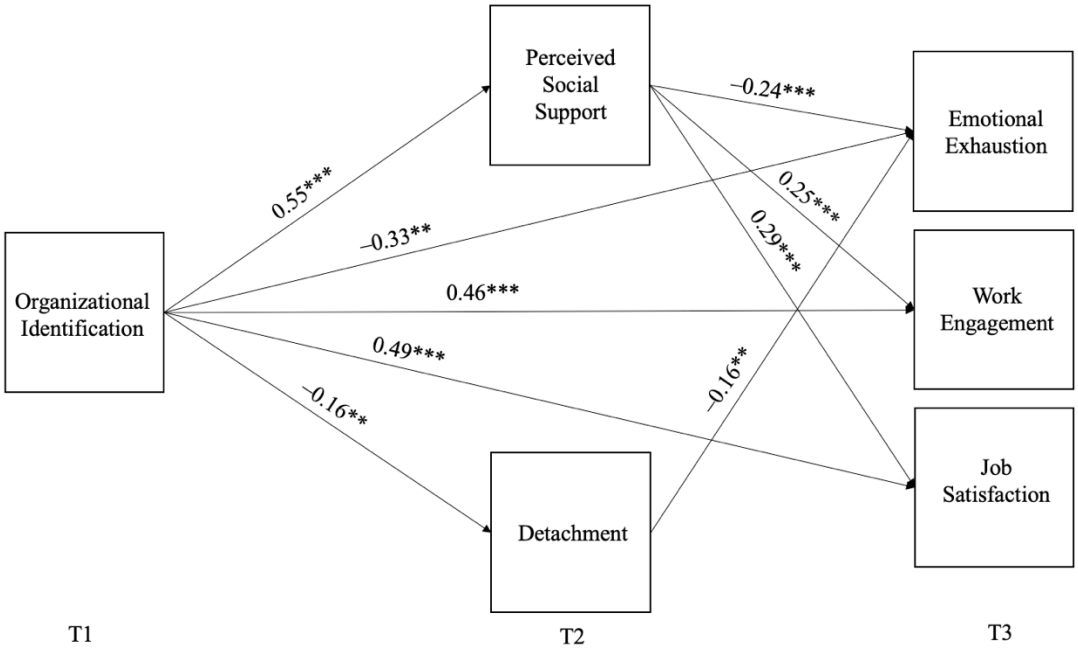
The first model (Model 1) was specified without autoregressive paths of organizational identification. The model showed an acceptable fit, $\chi^2_{diff}(15) = 1145.698$, $p < .001$, $CFI_{robust} = .996$, $RMSEA_{robust} = .108$, SRMR = .021, although RMSEA was quite high due to the rather low degrees of freedom (Kenny et al., 2015). As predicted, organizational identification was strongly associated with perceived social support ($b = 0.55$, $SE = 0.51$, $p < .001$). Perceived social support, in turn, led to lower levels of emotional exhaustion ($b = –0.24$, $SE = –0.49$, $p < .001$), higher levels of work engagement ($b = 0.25$, $SE = 0.39$, $p < .001$), and job satisfaction ($b = 0.29$, $SE = 0.56$, $p < .001$). Based on the results, Hypothesis 9 was supported.

Furthermore, there was a highly significant negative relation between organizational identification and detachment ($b = –0.16$, $SE = –0.18$, $p < .001$), as well as a significant

negative relation between detachment and emotional exhaustion (b = –0.16, SE = –0.27, p = .002). However, a relation between neither detachment and work engagement (b = 0.01, SE = 0.02, p = .765) nor between detachment and job satisfaction (b = 0.07, SE = 0.11, p = .120) could be detected. Therefore, Hypothesis 10 was partially supported by the results. Results are presented in Figure 14.

Figure 14

Results of Testing Hypothesis 9 and Hypothesis 10



Note. Depicted values = Standardized estimates (b). *p < .05, **p < .01, ***p < .001.

T1 = First measurement point. T2 = Second measurement point (T1 + 6 weeks).

T3 = Third measurement point (T2 + 6 weeks).

Table 6

Multilevel Standardized Estimates for Mediation Models (Study 2)

	Without autoregressive paths of OI		With autoregressive paths of OI	
Indirect and total effects	***b* (*SE*)**	**95% CI** (lower limit; upper limit)	***b* (*SE*)**	**95% CI** (lower limit; upper limit)
OI T1 → Perceived Social Support T2 → Emotional exhaustion T3	–0.25 (0.06)	–0.37; –0.13	–0.18 (0.06)	–0.30; –0.06
OI T1 → Perceived Social Support T2 → Work engagement T3	0.20 (0.05)	0.11; 0.31	0.11 (0.05)	0.02; 0.20
OI T1 → Perceived Social Support T2 → Job satisfaction T3	0.29 (0.05)	0.19; 0.39	0.16 (0.04)	0.08; 0.24
OI T1 → Detachment T2 → Emotional exhaustion T3	0.05 (0.02)	0.02; 0.10	0.05 (0.02)	0.02; 0.11
OI T1 → Detachment T2 → Work engagement T3	–0.003 (0.01)	–0.03; 0.02	–0.008 (0.01)	–0.04; 0.01
OI T1 → Detachment T2 → Job satisfaction T3	–0.02 (0.02)	–0.06; 0.003	–0.03 (0.01)	–0.06; –0.007
OI T1 → Emotional exhaustion T3	–0.20 (0.07)	–0.33; –0.07	–0.13 (0.07)	–0.26; 0.01
OI T1 → Work engagement T3	0.20 (0.05)	0.10; 0.30	0.10 (0.05)	0.01; 0.20
OI T1 → Job satisfaction T3	0.27 (0.06)	0.16; 0.38	0.13 (0.05)	0.05; 0.23

Note. Bootstrapped 95% confidence interval (= CI) estimates for all effects. *b* = Standardized estimate. *SE* = Standard error. OI = Organizational identification. T1 = First measurement point. T2 = Second measurement point (T1 + 6 weeks). T3 = Third measurement point (T2 + 6 weeks).

Table 7

Between-Person Level Correlations of all Variables (Study 2)

	M	*SD*	1	2	3	4	5	6	7
1. Organizational identification T1	3.68	0.94	-						
2. Organizational identification T2	3.58	1.01	.80***	-					
3. Organizational identification T3	3.53	1.05	.78***	.85***	-				
4. Social support T2	3.73	0.89	.56***	.61***	.61***	-			
5. Detachment T2	3.31	1.06	–.17***	–.16***	–.12*	–.01	-		
6. Emotional exhaustion T3	4.03	1.83	–.45***	–.48***	–.52***	–.43***	–.13*	-	
7. Work engagement T3	4.31	1.43	.61***	.64***	.72***	.54***	–.03	–.59***	-
8. Job satisfaction T3	4.76	1.70	.65***	.70***	.79***	.58***	.02	–.63***	.83***

Note. *M* = Mean. *SD* = Standard deviation. *$p < .05$, **$p < .01$, ***$p < .001$. T1 = First measurement point. T2 = Second measurement point (T1 + 6 weeks). T3 = Third measurement point (T2 + 6 weeks).

The model explained 30% of the between-person variance in perceived social support at T2 (R^2 = .30), but only 3% for detachment at T2 (R^2 = .03). The between-person variance of the well-being variables at T3 were explained by 26% for emotional exhaustion (R^2 = .26), 40% for work engagement (R^2 = .40), and 48% for job satisfaction (R^2 = .48).

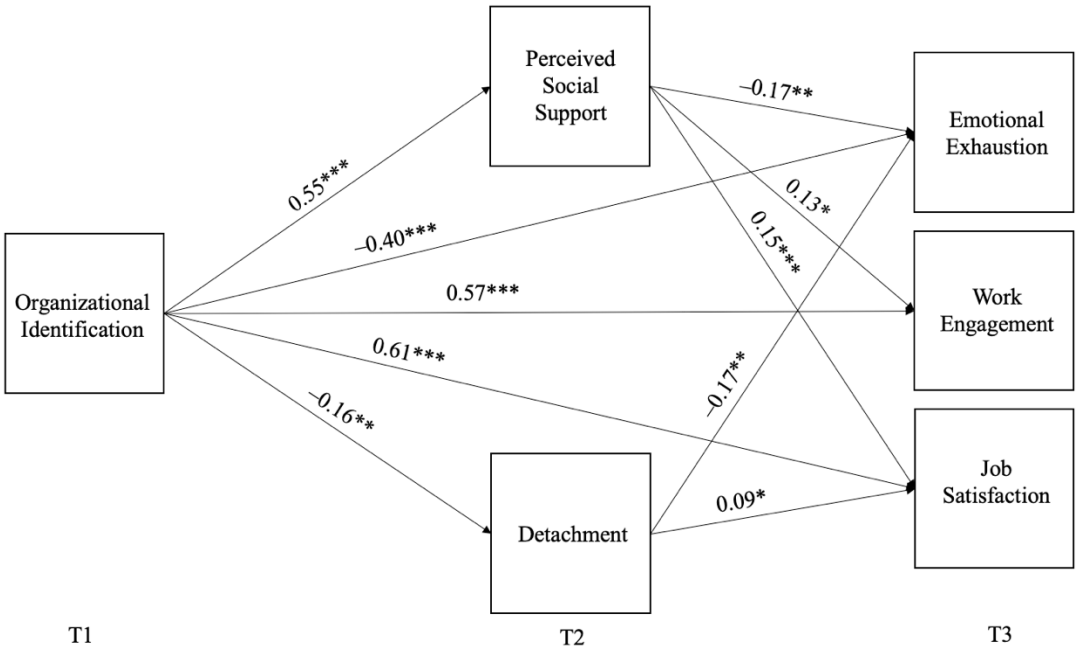
Similar results were detected for the second model (Model 2) including autoregressive paths of organizational identification. The model showed a slightly worse fit to the data, $\chi^2_{diff}(28) = 2350.813$, $p < .001$, $CFI_{robust} = .927$, $RMSEA_{robust} = .211$, SRMR = .071. Organizational identification again indicated higher levels of perceived social support ($b = 0.55$, $SE = 0.52$, $p < .001$), while perceived social support, in turn, was negatively related to emotional exhaustion ($b = –0.17$, $SE = –0.35$, $p = .003$). This time, only a small and rather weak significant effect was found for perceived social support on work engagement ($b = 0.13$, $SE = 0.21$, $p = .015$), but there was a still highly significant effect on job satisfaction ($b = 0.15$, $SE = 0.30$, $p < .001$). Thus, Hypothesis 9 was supported.

In addition, the relationship between organizational identification and detachment remained nearly the same ($b = –0.16$, $SE = –0.18$, $p = .001$). This was also the case for the association between detachment and emotional exhaustion ($b = –0.17$, $SE = –0.29$, $p = .001$), and from detachment to work engagement ($b = 0.03$, $SE = 0.04$, $p = .465$). In contrast to the first model, detachment now significantly predicted job satisfaction ($b = 0.09$, $SE = 0.14$, $p = .011$). Hypothesis 10 was partially supported by the analyses (see Table 6) as only the association of organizational identification and emotional exhaustion—as a component of work-related well-being—was mediated by detachment (indirect effect = 0.05, 95% CI [0.02; 0.11]), as was the association between organizational identification and job

satisfaction, which was mediated by detachment (indirect effect = –0.03, 95% CI [–0.06; –0.007]). This model with autoregressive paths still explained 30% of the between-person variance in perceived social support at T2 (R^2 = .30), and again a rather small amount of the between-person variance in detachment at T2 at just under 3% (R^2 = .03). The between-person variance in emotional exhaustion was explained by 27% (R^2 = .27) with this model, for work engagement by about 41% (R^2 = .41), and this time one percentage more for job satisfaction with approximately 49% (R^2 = .49), all at T3. Figure 15 displays the results.

Figure 15

Results of Testing Hypothesis 9 and Hypothesis 10 Including Autocorrelation



Note. Depicted values = Standardized estimates (*b*). *p < .05, **p < .01, ***p < .001. T1 = First measurement point. T2 = Second measurement point (T1 + 6 weeks). T3 = Third

measurement point (T2 + 6 weeks). Autoregressive paths of organizational identification were included in the analysis but not depicted to increase the clarity of presentation.

Supplementary Analysis

Although models with autoregressive paths have been tested in the previous analyses, and different measurement points in the longitudinal study come close to the sequence of changes, an additional analysis was conducted. The purpose of this supplementary analysis was to examine whether organizational identification at the baseline (T1) might have an effect on employees' well-being at T2 (6 weeks later), which in turn might predict organizational identification at T3 (also 6 weeks later). Theoretically, well-being could also function as a mediator, given the common fate hypothesis (e.g., Ketokivi, 2009), which posits that individuals seek connection with others when they are exhausted or face stressful situations. In other words, they endeavor to share these circumstances with others by exhibiting altruistic behaviors toward each other (Dovidio & Morris, 1975). Consequently, employees' well-being (i.e., emotional exhaustion, work engagement, and job satisfaction; all at T2) that results from a sense of belonging in the work context (i.e., organizational identification; at T1) could, in turn, lead to greater identification (i.e., organizational identification; at T3) in terms of a common fate.

Thus, an additional analysis was deemed necessary to ascertain reverse causality and to add an explanatory value to potential underlying mechanisms contributing to the emergence of organizational identification among individuals. Previous analyses have shown that employees who experience higher levels of organizational identification report increased levels of well-being. Significant underlying mechanisms, such as perceived social support,

have been identified to explain this phenomenon. However, some direct effects were also observed. Thus, it could be assumed that employees' well-being (resulting from their organizational identification) influences the emergence of organizational identification, thereby exerting a mediating effect.

The first supplementary model (Model 3) focused on specifying employees' well-being (emotional exhaustion at T2 and work engagement at T2) that mediates the association of organizational identification over several weeks (between T1 and T3). The implementation of a competitive testing framework for two mediators simultaneously within the proposed path model has provided a more precise and nuanced analysis of the underlying mechanisms, thereby enhancing the overall validity of the model (Hayes, 2013).

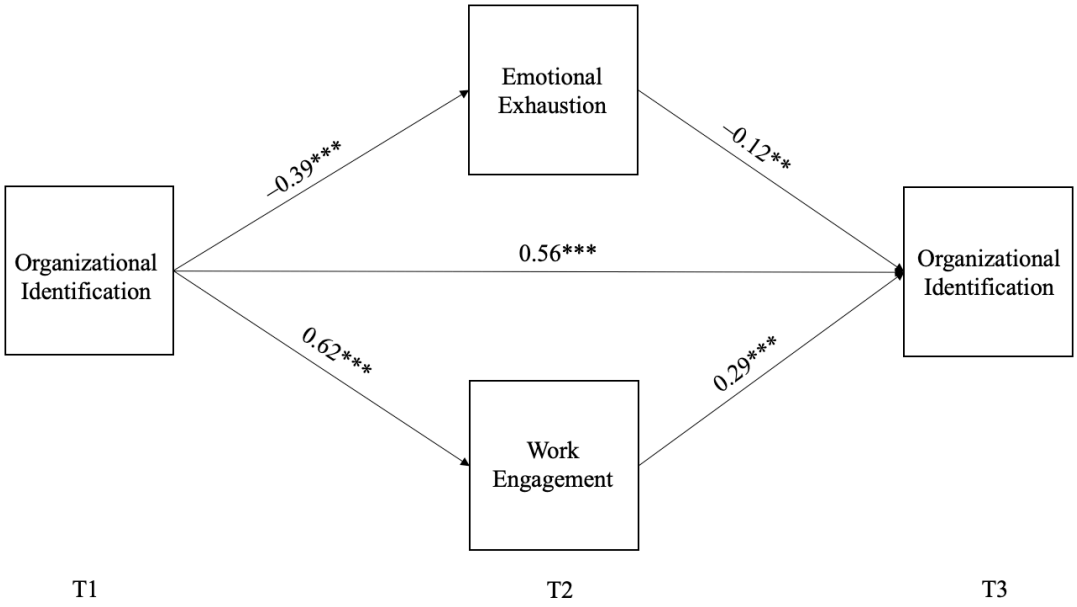
Therefore, this model (Model 3) contained emotional exhaustion and work engagement as competing mediators. The model fit was moderate, $\chi^2_{diff}(6) = 857.752$, $p < .001$, $CFI_{robust} = .906$, $RMSEA_{robust} = .426$, SRMR = .083, while RMSEA interpretation is not meaningful due to the insufficient degrees of freedom. The results (see Figure 16) indicated that organizational identification at T1 strongly predicted emotional exhaustion ($b = –0.39$, $SE = –0.71$, $p < .001$), and work engagement ($b = 0.62$, $SE = 0.93$, $p < .001$).

In turn, organizational identification at T3 was negatively associated with emotional exhaustion ($b = –0.12$, $SE = –0.07$, $p = .003$), and positively associated with work engagement ($b = 0.29$, $SE = 0.21$, $p < .001$). There was also a significant direct positive effect between organizational identification at T1 and organizational identification at T3 ($b = 0.56$, $SE = 0.60$, $p < .001$). In addition, the relationship between levels of organizational identification from T1 to T3 over the course of 3 months was mediated by emotional

exhaustion (indirect effect = 0.05, 95% CI [0.02; 0.09]), and by work engagement (indirect effect = 0.19, 95% CI [0.13; 0.27]).

Figure 16

Results of Supplementary Analysis Model 3 (Study 2)



Note. Depicted values = Standardized estimates (*b*). *$p < .05$, **$p < .01$, ***$p < .001$.
T1 = First measurement point. T2 = Second measurement point (T1 + 6 weeks).
T3 = Third measurement point (T2 + 6 weeks).

The second supplementary model (Model 4) sought to test the extent to which employees' well-being (emotional exhaustion at T2 and job satisfaction at T2) mediates the relationship between organizational identification at T1 and organizational identification at T3. The model showed a decent fit, $\chi^2_{diff}(6) = 884.682$, $p < .001$, $CFI_{robust} = .883$, $RMSEA_{robust} = .483$, SRMR = .094. Emotional exhaustion at T2 (indirect effect = 0.04, 95% CI [0.01; 0.08]) mediated the relationship of organizational identification at T1 and

organizational identification at T3. In addition, job satisfaction at T2 (indirect effect = 0.20, 95% CI [0.12; 0.29]) also conveyed this effect. The results are presented in Figure 17.

Figure 17

Results of Supplementary Analysis Model 4 (Study 2)

Note. Depicted values = Standardized estimates (*b*). *$p < .05$, **$p < .01$, ***$p < .001$.

T1 = First measurement point. T2 = Second measurement point (T1 + 6 weeks).

T3 = Third measurement point (T2 + 6 weeks).

The results provide a tentative indication that employees' well-being serves as a mediator, which aligns with predictions derived from the common fate hypothesis.

Discussion of Study 2's Findings

The next section discusses the findings of Study 2, contextualizes them within theoretical frameworks, and articulates practical implications. In addition, it critically reflects

on the limitations of the study, suggests future research directions, and concludes with a summary of key insights.

Summary of the Findings

Based on the results of Study 2, the positive aspects of organizational identification clearly emerge under the mediating role of perceived social support, but this positive picture tends to shift to more negative dimensions for employees' well-being when the mediating role of detachment (i.e., a lack of detachment) is considered an underlying mechanism. By examining both the positive and negative impact on employees' well-being through these two underlying mechanisms, the present study has contributed to this previously neglected perspective of organizational identification. Thus, the results of this study offer researchers and practitioners in the field of occupational and organizational psychology a more comprehensive understanding of the dual-pathway mechanisms of organizational identification on employees' well-being over time.

In summary, the results indicate that perceived social support functions as a robust mediator at the between-person level. Employees who identify more strongly with their organization tend to perceive more social support, which has a positive impact on their well-being in multiple ways, including reduced emotional exhaustion, increased work engagement, and increased job satisfaction. Detachment exerts a mediating effect on employees' well-being based on their level of organizational identification, albeit to a lesser extent and not influencing all aspects of employees' well-being operationalized in Study 2. In essence, the results indicate a positive indirect effect of highly organizationally identified employees on emotional exhaustion through detachment, which is consequently detrimental

to employees' well-being. Detachment showed a trend towards a small negative indirect effect on job satisfaction, which did not reach statistical significance. These findings provide tentative evidence that job satisfaction could decrease among those with stronger organizational identification due to a lack of detachment. However, detachment engendered by organizational identification does not exert a substantial mediating effect on the relationship between organizational identification and work engagement.

In addition to the confirmatory hypothesis test, the total effects are likewise revealing. Overall, there is a total slightly negative to non-significant effect of organizational identification on emotional exhaustion, taking into account both mediators (perceived social support and detachment). However, the bottom line is that work engagement is positively influenced (i.e., increased) when both mediators are considered together. Moreover, job satisfaction is also positively influenced when considering the total effects, as the positive mediating role of perceived social support prevails—at least over a 3-month period.

Despite reaching statistical significance, the rather inadequate model fit in models incorporating autoregressive paths necessitates treating these findings as preliminary evidence requiring further validation. It would therefore be particularly important to examine whether detachment truly mediates the relationship between organizational identification and job satisfaction (the present results suggest this is unlikely). Furthermore, the total effect on emotional exhaustion appears to be negative (i.e., beneficial for well-being) when both mediators are considered together, rather than ambivalent.

Theoretical Implications

The present study demonstrates that employees who identify with their organization are less able to detach from work. However, this did not have a detrimental effect on overall employee well-being, as perceived social support exhibited a stronger and robust positive impact on their well-being. The underlying reasons for this phenomenon require further investigation. As these findings remain ambiguous, some possible interpretations are discussed in theoretical terms. Returning to the research objectives, the preponderance of studies has found a positive relationship between organizational identification and employees' well-being (e.g., Steffens et al., 2017). Given that some studies have reported null or even negative effects, the aim of Study 2 was to better understand the underlying mechanisms that force negative effects to occur at the same time as positive effects on employees' well-being. Now, it can be argued that organizational identification has the potential to develop a dark side, suggesting that its deleterious effects may occasionally outweigh its beneficial effects to some extent. The question of whether organizational identification can have a positive *and* negative impact on employee well-being was addressed by integrating two potentially bidirectional mediators. Indeed, the results of Study 2 suggest that the positive effects of organizational identification on employees' well-being over time, measured over several weeks (i.e., 3 months), are positively mediated by perceived social support and partially negatively mediated by a lack of detachment.

Mutually Offsetting Effects. When emotional exhaustion is considered the sole outcome, the phenomenon of neutralizing effects becomes more evident. Thus, the present study offers a compelling illustration of how positive and negative effects can offset each

other (Mehler et al., 2019), thereby increasing the likelihood of being inadvertently overlooked in scientific research (Cook & Therrien, 2017). Specifically, the results revealed a mediating indirect effect of perceived social support on emotional exhaustion, which is considered a positive mediator of employees' well-being. Concurrently, a parallel opposing indirect effect on emotional exhaustion was observed, facilitated by a lack of detachment, which must be regarded as a negative mediator of employee well-being. The cumulative effects of these two indirect effects demonstrate that they mutually offset each other, resulting in a total null effect in the autoregressive model. For example, publication bias may limit the visibility of studies reporting null or mixed effects, potentially creating an incomplete representation of the impact of organizational identification in the literature. The same applies to non-significant effects, as such findings can also provide valuable insights. Study 2, while not directly addressing this bias, contributes to a more comprehensive understanding by revealing that organizational identification simultaneously affects employees' well-being through distinct positive and negative underlying mechanisms. This finding illustrates the complex nature of organizational identification that might otherwise remain obscured when research demonstrating such nuanced relationships fails to achieve publication. These opposing effects of organizational identification corroborate previous scholarly conjectures about its potentially self-neutralizing impact (Li et al., 2015). Thus, the observed dual-pathway mechanisms underscore the importance of considering multidirectional effects in occupational and organizational psychology research.

Boon and Bane: When Organizational Identification Takes on Two Faces. A key finding of Study 2 is the dual nature of organizational identification. This so far neglected

perspective meaningfully enriches the social identity approach (C. Haslam, 2018; S. A. Haslam, 2012; Jetten et al., 2017; Tajfel & Turner, 1979; Turner et al., 1987): The results indicate that employees who identify more strongly with their organization tend to receive and perceive greater social support, which, in turn, leads to higher levels of well-being. However, this heightened organizational identification simultaneously increases vulnerability to adverse well-being outcomes stemming from a lack of detachment.

The inability to detach from work therefore represents a significant well-being risk for employees with strong organizational identification, potentially resulting in longer-term adverse effects, particularly in the absence of adequate perceived social support. When employees maintain strong work orientations without clear boundaries between professional (i.e., work) and personal (i.e., non-work) domains, negative well-being tends to spill over more intensely from work to non-work contexts (Ilies et al., 2009). For example, initial evidence suggests that burnout symptoms (including emotional exhaustion)—typically considered work-related—are not entirely separate from individuals' personal lives, particularly due to private hassles (Klusmann et al., 2021). Conversely, the satisfaction of psychological needs through organizational identification could mitigate these negative consequences, even if detachment is lacking—as Study 1 revealed a strong mediating power of global psychological need satisfaction at the within-person level (see Chapter 4), and within-person differences may shape between-person differences (Neubauer et al., 2022).

On the one hand, for example, Culbertson et al. (2010) demonstrated that employees experiencing high levels of purpose, growth, and environmental mastery at work exhibited improved mood states and higher life satisfaction at home. On the other hand, organizational

identification might generate work-family conflict (e.g., Grzywacz & Marks, 2000; Li et al., 2015). This work-non-work interplay suggests that organizational identification can be both boon and bane, simultaneously increasing employees' well-being through perceived social support mechanisms while potentially reducing it through impaired detachment mechanisms.

The Mediating Role of Detachment: Work-Related Variables Versus Non-Work-Related Variables. There is another plausible explanation for the partial mediating power of detachment observed in the results of Study 2: the way well-being is measured. If an employee is unable to switch off from work, important recovery processes are hindered, and this affects the individual's well-being (e.g., Steed et al., 2021). In Study 2, well-being was operationalized with a work-centered focus through measures of emotional exhaustion, work engagement, and job satisfaction. The differential mediating effects of detachment across these outcomes may be explained by their contextual relevance. Specifically, work engagement inherently occurs during work hours, whereas detachment refers to psychological disengagement during non-working time, explaining the absence of mediating effects on this outcome. Job satisfaction showed only modest mediating effects. However, detachment significantly mediated the relationship with emotional exhaustion, likely because it functions as a broader well-being indicator that transcends workplace boundaries.

Therefore, it is possible that other measures of more general psychological well-being, such as morning alertness (Sonnentag, Kark, et al., 2024), positive and negative affect (Sonnentag et al., 2008), fatigue (Sonnentag & Bayer, 2005), or other well-being indicators, may have led to different effects. Until the underlying mechanisms that either enhance or detract from employees' well-being depending on their level of organizational identification

are more clearly understood, the findings should be considered reflective, while demonstrating that there are indeed significant dual-pathway mechanisms.

The Mediating Role of Detachment at the Between-Person Level. Detachment appears to be limited rather than universal in its ability to mediate the relationship between organizational identification and job satisfaction. Research indicates that detachment functions primarily as a state-like construct (Sonnentag, 2012), experiencing substantial temporal variability within individuals. This characteristic may help to explain why the present between-person study yielded different effects than those typically observed in within-person studies—as these levels can vary (Hamaker, 2012).

At the within-person level, for example, insufficient detachment correlates with heightened stress and impaired well-being outcomes, including burnout and reduced life satisfaction (Sonnentag & Fritz, 2015). The between-person effects observed in Study 2, with different results for job satisfaction (though clearly distinct from life satisfaction), thus represent a distinct analytical perspective capturing more stable individual differences rather than temporal fluctuations that characterize within-person experiences, attitudes and behaviors. Alternatively, it would be reasonable to propose that a lack of detachment does not diminish job satisfaction, but rather detachment serves to prevent job dissatisfaction from developing—representing an entirely different explanation than initially hypothesized.

Considering Even Longer Temporal Dimensions at the Between-Person Level. Finally, Study 2 reveals an intriguing temporal aspect, demonstrating that over a 3-month period, organizational identification exerts an overall positive effect on employees' well-being, with perceived social support emerging as a stronger mediator than detachment.

However, this finding must be considered in the broader context of both organizational identification and recovery research. Extensive empirical evidence has established detachment as a fundamental recovery process essential for maintaining health and well-being, particularly under high job demands (Sonnentag et al., 2010). Simultaneously, organizational identification might follow distinct temporal trajectories (Bednar et al., 2020). This suggests a more complex temporal relationship that is likely to unfold over even longer time frames, potentially spanning several months or years: while organizational identification may initially increase employees' well-being through perceived social support, its potential to impede detachment may ultimately prove detrimental over longer periods of time. In particular, employees with strong organizational identification may prioritize staying connected with work-related matters over mentally switching off, as they internalize organizational goals, gradually eroding their capacity for effective recovery.

This pattern could reverse the initial positive effects on employees' well-being, particularly in cases where extreme organizational identification leads to more chronic difficulties in maintaining healthy work-life boundaries. This temporal perspective reconciles the seemingly contradictory findings and emphasizes that while organizational identification can be beneficial, its relationship with employees' well-being may depend on maintaining adequate opportunities for detachment—also from a temporal perspective.

Practical Implications

In light of the findings of the present study, organizations should balance cultivating strong organizational identification as it fosters perceptions of social support (which increases employee well-being), while also establishing healthy work-life boundaries. Study 2

examined how organizational identification affects employees' well-being in two ways. The results are significant because they suggest that while organizational identification is beneficial, it may not have exclusively positive effects on employee well-being. Since organizational identification should therefore be addressed, but no antecedents were explored in the present study, the practical implications provided require further empirical investigation as they are based on general recommendations from the literature and implications from the findings of Study 2.

There are a number of ways to put the findings into practice: Specifically, organizations should span multiple organizational levels, from strategic uses of "we" language to foster a sense of organizational identification as a standard practice to targeted detachment-supportive policies and reattachment rituals. For example, it may be beneficial to prioritize the most important tasks in the morning hours (Sonnentag & Kühnel, 2016).

Additionally, organizations should implement specific strategies to achieve high organizational identification while preserving employees' detachment from work over time. On the one hand, communicating and emphasizing successes may be advantageous, as prestige and distinctiveness can foster a stronger sense of identification (Ashforth & Mael, 1989). On the other hand, effective practices might include structured disconnection rituals, documenting pending tasks at workday conclusion, and disconnecting from technological devices after working hours (e.g., Derks et al., 2014).

In social identity research it has long been established, that social norms tend to be more influential for individuals with higher levels of social identification (Jetten et al., 1997). Thus, cultivating a work culture that fosters organizational identification while still valuing

switching off from work during leisure time may affect employees' well-being positively, therefore providing a practical way to implement the research findings in organizations.

Limitations and Future Directions for Research

There are five major limitations to this study, which are discussed in more detail below, along with recommendations for future research.

First, the present study found no negative effect on work engagement. Specifically, the inability to detach from work had no significant effect. On the one hand, employees who identify strongly with their organization perceive more social support, which should, in turn, have a significant positive impact on their work engagement. Additionally, the overall effect including both mediators was positive. Over time, on the other hand, the impact of perceived social support on this overall effect might vary when employees struggle to detach from work. This might be due to the emotional exhaustion resulting from insufficient detachment from work, which eventually undermines an employee's ability to maintain high levels of work engagement. Over shorter time periods (e.g., 3 months as in Study 2 or less), organizational identification can apparently even bridge the lack of necessary energy replenishment (i.e., lack of detachment) through positive effects on employees' well-being. Because full engagement can deplete energy levels (Baethge et al., 2021), future research should look at even longer periods of time, such as several months or even years.

Second, while some models yielded interesting results, the model testing the common fate hypothesis showed only a moderate fit to the data, limiting meaningful interpretation of the results. Thus, any significant findings must be considered preliminary. The common fate hypothesis suggests that exhausted individuals seek social contact to share these experiences

with others (Dovidio & Morris, 1975). Although Study 2 cannot conclusively confirm this association, conceptual reasoning supports that emotionally exhausted employees may seek social connections as a coping strategy. Future research should explore the potential cyclical relationship between organizational identification, employees' well-being, and connection-seeking behavior. Studies specifically investigating this underlying mechanism would substantially advance the understanding of the emergence of organizational identification.

Third, the inclusion of autoregressive paths of organizational identification resulted in a model with insufficient fit metrics, limiting substantive interpretation. Thus, causality in both directions cannot be ruled out. While weak autoregressive paths do not necessarily invalidate causal interpretations, they may reflect low temporal stability or suboptimal timing of measurements (e.g., Hamaker et al., 2015). This emphasizes the need for caution in interpreting longitudinal data. The results without autoregressive paths suggest that organizational identification is likely to reduce emotional exhaustion overall when both underlying mechanisms (i.e., perceived social support and detachment) are considered jointly. In addition, and contrary to the hypothesis, a lack of detachment did not mediate the relationship between organizational identification and job satisfaction. However, the absence of statistical significance does not preclude theoretical relevance, especially when results hint at potentially meaningful trends. These findings, while informative, must be interpreted with caution given the models' limited explanatory power for the between-person variance in detachment (due to low R^2). Thus, future research should use, for example, experimental research designs or extended longitudinal designs for validation.

Fourth, the number of social group memberships may also has an impact on individual's well-being (S. A. Haslam, 2014; Jetten et al., 2017). Therefore, exploring other salient social identities outside the workplace would be valuable, as these organization-external social identities may counterbalance the potential negative effects of lack of detachment on employees' well-being caused by their extent of organizational identification. Although individuals may identify strongly with their organizations during working hours, they may simultaneously maintain other important social identities beyond the workplace that could serve protective functions for their well-being.

Fifth, significant direct effects persisted in the mediated models, suggesting that perceived social support and detachment only partially function as underlying mechanisms. This implies the existence of additional mechanisms through which organizational identification affects employees' well-being. Future research should therefore explore both alternative underlying mechanisms explaining this relationship and potential moderating variables affecting it, while further investigating the role of detachment. Specifically, several promising moderating variables warrant investigation. For example, job autonomy (Noja et al., 2024) may strengthen the positive relationship between organizational identification and detachment, as employees with greater control over their work are better able to manage the boundaries between work and non-work domains. In addition, researchers should examine how social norms (Spears, 2021) at work might affect the magnitude of this relationship, focusing particularly on norms related to working hours, such as performance or availability expectations. These social norms may have a stronger influence on highly identified employees who more deeply internalize organizational values and goals.

Conclusions from Study 2

Study 2 examined the dual-pathway mechanisms of organizational identification on employees' well-being over a 3-month period, revealing nuanced but partially preliminary relationships mediated by perceived social support and detachment. While there were partial negative effects of not detaching from work, perceived social support showed strong positive effects that outweighed these in that the overall impact on employees' well-being remained positive. Although partially tentative, the present findings suggest meaningful directions for future research that may benefit from extended time frames in longitudinal studies. They both enrich existing theoretical frameworks by advancing research on occupational and organizational psychology applying the social identity approach and offer valuable practical implications. Specifically, these findings establish that, on balance, organizational identification appears to be a valuable source of employees' well-being because it provides perceptions of social support within organizations. However, organizational identification may require deliberate cultivation through organizational policies and practices that carefully balance a strong identification with sufficient opportunities for detachment from work.

Chapter 6: Synthesis of All Findings and Their Research and Practice Uses

My research contributes to the body of literature on organizational identification in the field of occupational and organizational psychology and to the metatheories of the social identity approach in general. In this chapter I briefly summarize the two studies performed in the framework of my dissertation, discuss their key findings as well as the theoretical implications in relation to the contributions and research objectives mentioned in Chapter 2.

Summary of the Findings

Study 1, presented in Chapter 4, examined whether organizational identification and team identification fluctuate daily by then investigating the effects of these fluctuations on employees' daily well-being and performance, and exploring the underlying mechanisms driving these relationships. Using a 10-day daily diary study, I found significant within-person variance in both organizational identification and team identification, suggesting that the extent of organizational identification in these two levels varies intraindividually from day to day. In conclusion, both are temporally dynamic constructs explaining how employees' well-being fluctuates daily (reduced emotional exhaustion, increased work engagement, increased job satisfaction), while an employee's daily performance is not entirely (i.e., likely mediated) driven by organizational identification (increased in-role performance, increased extra-role performance, reduced turnover intention). The mediation through employees' daily global psychological need satisfaction accounted for a large proportion of the total effects of the two levels of organizational identification on both employees' daily well-being and performance. While these effects were also mediated by daily perceived social support, this mediation was only partially: there was no effect on emotional exhaustion (i.e., employees'

daily well-being), and no effect on in-role performance or turnover intention (i.e., employees' daily performance). These findings emphasize that global psychological need satisfaction was the stronger mediator relative to perceived social support at the daily within-person level.

Study 2, presented in Chapter 5, provided evidence that organizational identification is likely to have both positive and negative effects on employees' well-being over time, when considering two underlying mechanisms. Therefore, this study specifically answered my research question about the underlying mechanisms, which appear to be indeed dual-pathway. In this 3-month longitudinal study at the between-person level, I showed that employees who identify more strongly with their organization are more likely to perceive social support, which in turn has a positive effect on their well-being. Simultaneously, this study has shed light on the hypothesized phenomenon that employees with stronger organizational identification may be less able to detach from their work, revealing partially negative effects on their well-being over time (increased emotional exhaustion, largely unaffected job satisfaction, unaffected work engagement). These findings strongly suggest that the positive effects of organizational identification through perceived social support on employees' well-being are likely to outweigh the negative effects resulting from a lack of detachment.

In addition, and in line with my hypotheses, the findings revealed that perceived social support functions as a robust mediator in social identity research at both the within-person (Study 1) and between-person (Study 2) levels. My findings further demonstrate that this mediating mechanism is notably stronger at the between-person level in explaining how organizational identification affects employees' well-being, while providing important insights into how perceived social support operates across different analytical frameworks.

Theoretical Implications

Organizations inherently contain different social groups, and employees' identification with these groups significantly shapes their experiences, attitudes and behaviors within and beyond work. My dissertation enriches this understanding by shedding light on two previously neglected perspectives on *how* organizational identification affects employees' well-being and performance and provides empirically supported answers for them.

How Organizational Identification Affects Employees' Well-Being and Performance

Addressing the first neglected perspective in the literature, Study 1 of my dissertation examined whether organizational identification processes operate at an intrapersonal, state-like level. This investigation fills in a significant gap in the understanding of employees' psychological bonds to their work environments. My findings provide substantial evidence for this dynamic conceptualization of organizational identification, while simultaneously suggesting promising directions for future research. Given that social identification research has been predominantly cross-sectional (Avanzi et al., 2014, 2015) or longitudinal between individuals (e.g., Frenzel et al., 2023; Junker et al., 2019, 2022), Study 1 employed a 10-day diary design with two daily measurements to demonstrate that organizational identification does indeed function as an intraindividual construct with substantial daily fluctuations. Furthermore, Study 1 distinguished between multiple levels of organizational identification—the organization as a whole and the immediate team at work—revealing distinct patterns of within-person variability and effects.

Addressing the second neglected perspective in the literature, Study 2, a longitudinal study with three measurement points at 6-week retest intervals, established that

organizational identification significantly affects employees' well-being over time through two distinct mediating mechanisms: perceived social support and detachment. Thus, my dissertation provides a theoretical framework that explains how organizational identification—despite its predominantly positive characterization—can have both positive (i.e., beneficial) and negative (i.e., detrimental) effects on employees' well-being through two underlying mechanisms. These effects occurred over extended time periods between individuals. This dual-pathway approach also provides a preliminary explanation for the neutralizing effects observed in previous research (Mehler et al., 2019), where positive and negative effects can simultaneously offset each other's impact.

Notably, while Study 1 demonstrated that perceived social support functions as an intraindividual mediator, Study 2 revealed that it had a more pronounced role as an interindividual mediator, highlighting the fundamentally interpersonal nature of perceived social support. This dual mediation pattern suggests that although perceived social support operates to some extent within-persons, its effects are more powerful when conceptualized as a mechanism operating between-persons, reflecting its inherently relational social nature.

The Dynamic Nature of Organizational Identification

A significant theoretical advancement for the social identity approach (C. Haslam, 2018; S. A. Haslam, 2012; Jetten et al., 2017; Tajfel & Turner, 1979; Turner et al., 1987) represents the demonstration of daily fluctuations in organizational identification. These findings challenge traditional conceptualizations of organizational identification as merely a stable trait, revealing it instead to be a dynamic psychological state that responds to an individual's workplace experiences—in line with theoretical proposals (Bednar et al., 2020).

This temporal sensitivity suggests that social identity research in the field of occupational and organizational psychology must evolve to incorporate both stable and fluctuating elements: recognizing that employees' psychological sense of oneness with their organization (i.e., organizational identification) ebbs and flows in response to employees' daily global psychological need satisfaction, their daily and longer-term perceptions of social support, and their longer-term detachment. Likewise employees' well-being is dynamic as it is shaped by their work experiences (Sonnentag, 2015) in addition to their performance being episodic (e.g., Beal et al., 2005; Weiss & Merlo, 2020) and therefore not stable over time. This further reinforces the understanding that experiences, attitudes, and behaviors are highly dynamic.

Dual-Pathway Mechanisms on Employees' Well-Being

My research reveals a preliminary but suggestive dual-pathway perspective on how organizational identification affects employee outcomes—apart from the more traditional moderating role of social norms (e.g., Jetten et al., 1997). This perspective enriches the social identity approach by illustrating that organizational identification is likely to simultaneously activate both well-being-generating (i.e., perceived social support) and well-being-depleting (i.e., a lack of detachment) mechanisms. In general, this nuanced understanding transcends simplistic positive-negative dichotomies, providing a more comprehensive framework for understanding how organizational identification shapes employees' experiences, attitudes and behaviors through counterbalancing processes with distinct psychological consequences. These findings thereby confirm that the positive impact of organizational identification has its limits (Avanzi et al., 2012).

Dynamics of Employees' Performance

The findings highlight performance as a highly dynamic employee outcome that can be explained by within-person mechanisms, particularly global psychological need satisfaction. This suggests that the performance literature in occupational and organizational psychology (e.g., Greco et al., 2022) should prioritize momentary psychological states over stable attributes when explaining employees' day-to-day performance variability. The stronger mediation through global psychological need satisfaction relative to perceived social support at the within-person level indicates that immediate psychological experiences, attitudes and behaviors serve as more proximal performance determinants than more interpersonal social connections (i.e., perceived social support), pointing to the primacy of intraindividual processes in explaining performance variability.

Temporal Dimensions of Organizational Identification

The contrasting mechanisms observed across different time frames highlight the critical importance of temporal considerations in organizational identification research. Short-term effects of organizational identification appear to be dynamic and beneficial to employees' well-being through global psychological need satisfaction and perceived social support. Longer-term effects, however, may prove to become boon and bane, as recovery processes may be impaired due to a lack of detachment from work. This temporal divergence suggests organizational identification theorizing must explicitly account for how effects unfold over different time horizons, recognizing that immediate benefits may coexist with gradual costs through distinct proposed causal pathways.

Integrated Recovery Perspective

The findings necessitate integrating recovery processes more into social identity research. While traditional approaches emphasize organizational identification's role in enhancing employees' well-being, this research demonstrates that strong organizational identification may simultaneously undermine detachment and thus impair employees' recovery (Sonnentag, Kark, et al., 2024). This theoretical implication calls for expanded theoretical models that address how organizational identification may influence boundary management between work and non-work domains, recognizing the potential tension between organizational identification and employees' psychological recovery needs.

When Social Identity Approaches Yield Opposing Results

The observed negative effects of organizational identification over time challenge the predominantly positive narrative within the social identity literature. This paradox—where organizational identification simultaneously promotes employees' well-being and represents a potential burden—demands theoretical refinement. Theorizing when applying the social identity approach must evolve to account for this duality. While organizational identification enhances employee well-being through perceptions of social support, excessive identification can have opposing effects. It may lead to boundary blurring between work and personal life, insufficient recovery, and ultimately contribute to emotional exhaustion. Current theoretical frameworks should address both these positive and negative outcomes simultaneously.

Variable-Construct Level Fit

The differential power of the underlying mechanisms reveals an important principle of variable-construct level fit in occupational and organizational research on employees'

experiences, attitudes and behaviors. In my research, variables with social character (like perceived social support) showed stronger explanatory power at the between-person level, while intrapersonal constructs (like global psychological need satisfaction) exerted a stronger influence at the within-person level. This pattern suggests that theoretical models should align variables with their most appropriate analytical level, recognizing that social processes may function differently from more psychological processes across analytical levels.

Organizational Identification as an Antecedent to Employee Outcomes at Work

The findings of Study 1 and Study 2 substantiate the conceptualization of organizational identification as a distinct construct that functions as an antecedent to employees' experiences, attitudes and behaviors rather than merely a component of general attitude. This is in line with E.-S. Lee et al. (2015) who found that this theoretical positioning aligns with the observed causal chain where organizational identification operates as a fundamental psychological anchor that subsequently shapes multiple attitudinal outcomes through various mediating mechanisms. Thus, organizational identification has to be conceived as an independent predictor, reinforcing its role as a primary psychological process that precedes and influences the development of other workplace experiences, attitudes and behaviors. Thus, organizational identification can reasonably be situated as the primary psychological anchor in the employee-organization relationship.

Therefore, the construct organizational identification—including cognitive, affective, and evaluative elements (Boro, 2008)—functions as the psychological foundation upon which other workplace experiences, attitudes and behaviors develop. Specifically, rather than representing one of many parallel employee attitudes, organizational identification is likely to

serve as an upstream variable that catalyzes multiple downstream processes through different underlying mechanisms. This advances the literature on organizational identification research according to which the cognitive elements (self-categorization as an organizational member, i.e., ingroup), affective elements (affective investment in the organization, i.e., emotional involvement), and evaluative elements (positive or negative value associations with this membership, i.e., value congruence) collectively (Ellemers et al., 1999) establish the psychological prerequisites necessary for employees' well-being and performance. By showing the causal primacy of organizational identification in that the causal sequence could at least be approximated by including multiple measurement points, my research supports elevating the theoretical and practical importance of organizational identification from a complementary attitude to a more fundamental psychological process essential for a comprehensive and holistic understanding of individual workplace experiences, attitudes and behaviors—specifically, employees' well-being and performance.

Challenging and Further Supporting Cognitive Views of Organizational Identification

The obtained empirical evidence challenges and supports Ashforth and Mael's (1989) more traditional definition of organizational identification as primarily perceptual-cognitive and rather disconnected from specific behaviors or affective states. Accordingly, behavior and affect are regarded merely as potential antecedents or consequences of organizational identification. The documented daily fluctuations in organizational identification and the corresponding significant relationships with affective outcomes (e.g., emotional exhaustion) demonstrate that organizational identification inherently impacts affective elements that vary with workplace experiences, attitudes and behaviors. Furthermore, the mediation through

global psychological need satisfaction—a construct with strong affective elements—suggests organizational identification and affective states are intrinsically intertwined rather than separate phenomena. This evidence supports refining organizational identification as a multidimensional construct with integrated cognitive, affective and evaluative elements (Boro, 2008) that collectively influence employees' well-being and performance through various psychological mechanisms underlying. In addition, it further aligns with Greenaway et al.'s (2016) assertion that social identities provide multiple simultaneous psychological benefits that cannot be reduced to any single mediating variable.

The Mediating Role of Perceived Social Support

A mixed pattern emerges from the findings regarding the mediating role of perceived social support. At the within-person level, perceived social support substantially mediated the relationship between organizational identification and work engagement, while it showed only a minimal mediating effect on the relationship between organizational identification and job satisfaction. In contrast, at the between-person level, perceived social support served as a key mediator between organizational identification and all three well-being outcomes: emotional exhaustion, work engagement, and job satisfaction. This indicates that the only consistent mediating effect across both levels occurred for the organizational identification-work engagement relationship. These mixed findings warrant theoretical examination.

Applying the social identity approach, it can be assumed that the incorporation of organizational identification into one's self-concept, with the corresponding ongoing desire for self-consistency, constant striving for self-esteem (Hogg, 2003), and self-continuity (Dutton et al., 1994), is a driving force for employees' experiences, attitudes, and behaviors

that leads to active participation in the organization. Thus, from a social identity perspective, one possible explanation for the findings in the present dissertation is that employees with strong organizational identification might perceive social support as validation of their group membership, which in turn enhances their work engagement. Hence, they feel valued and connected to the organization. When employees perceive social support, they might feel more competent, knowing they do not face challenges alone. This validation might strengthen their confidence in their abilities and promote a proactive work attitude, fostering greater work engagement. Furthermore, employees who strongly identify with their organization may be more likely to view the organization's welfare as a personal concern. Social support reinforces this emotional connection and sense of belonging, leading to intrinsic motivation as the organization’s success becomes directly linked to their personal self-esteem.

Importantly, social identities must become activated to achieve salience and subsequently influence behavioral outcomes (S. A. Haslam et al., 2021; Turner et al., 1987). This activation principle may explain the differential mediation patterns: (1) Organizational identification was measured with Doosje et al.'s (1995) scale explicitly capturing organizational identification (see Chapter 3). (2) Social support was measured and conceived as *perceived* social support (i.e., including received social support), making it an explicitly measured variable. This creates consistency in activation between organizational identification and perceived social support: (a) employees self-reported their perceived social support levels, which they were consciously aware of when participating in both studies, and additionally, (b) both processes thus require conscious awareness (intentional mental focus) and explicit processing (deliberate cognitive mechanism). (3) Accordingly, organizational

identification may have affected work engagement mechanisms more consistently as work engagement is a positive-activated state (e.g., Bakker, 2011). Conversely, emotional exhaustion is a negative-deactivated state, and job satisfaction is a positive-deactivated state (Sonnentag, Völker, et al., 2024). As originally predicted by social identity theory and self-categorization theory, social identification influences behavior (Turner et al., 1987), which makes it more likely to affect work engagement—an attitudinal and behavioral state—than emotional exhaustion, which is more attitudinal in nature.

The mixed findings also highlight the importance of precise construct conceptualization. Jolly et al. (2021) critique the varied nature of different kinds of social support depending on context, noting that without clear definitions, comparing findings across studies becomes problematic. In my research, social support was specifically operationalized as perceived social support, distinguishing between practical and emotional forms of social support together as perceived social support (C. Haslam, 2018; Häusser et al., 2023). Perceived social support refers to social support received (i.e., not provided), and therefore requires being aware of receiving social support. This conceptualization differs from others that strictly distinguish between perceptions of social support and the actual receipt of supportive behaviors (Haber et al., 2007). This conceptual distinction is essential for understanding the mixed findings, as the specific operationalization of social support may explain the variable's relationship to other variables in my studies and influences the interpretation of results across different levels of analysis.

Another explanation could be that perceived social support operates at multiple levels through distinct pathways, which might reveal either a much finer-grained or broader

differentiation of the underlying mechanisms. Lakey and Cohen (2000) propose that perceived social support promotes self-esteem, which leads to health outcomes, while also directly affecting these outcomes. Consequently, there may exist both a direct pathway from social support to well-being and a potential indirect pathway. At the between-person level, more stable organizational identification patterns may have activated direct mechanisms to all well-being outcomes. At the within-person level, both direct and indirect mechanisms may have influenced the well-being outcomes. For instance, gathering necessary social support directly affected work engagement (behavioral activation) and, to a lesser extent, job satisfaction (attitudinal activation). Perceived social support appears to function through more subtle and nuanced mechanisms, operating indirectly at the within-person level and affecting employee well-being through intermediate pathways. For example, perceived social support may affect employees' self-esteem as a core psychological need (Jetten et al., 2015), which in turn might lead to job satisfaction. This suggests that within-person level effects are likely driven by more subtle and intricately nuanced underlying mechanisms, providing another explanation for the weaker mediating role of perceived social support at the within-person level compared to the between-person level.

Another fascinating finding in my research is the divergent impact of perceived social support on the link between organizational identification and emotional exhaustion across different analytical levels. At the between-person level, employees who strongly identify with their organization perceive greater social support and consequently experience less emotional exhaustion. At the daily within-person level, however, this relationship disappears completely. Beyond the explanations already provided, several alternative interpretations

could account for this inconsistency. Firstly, the quality of social support might be particularly important, as the perceived quality of social interactions at work influences employees' experiences, attitudes and behaviors (e.g., E.-S. Lee, 2015; Weisman et al., 2022). Social support perceived as superficial or obligatory might therefore increase emotional exhaustion rather than alleviate it. When employees perceive social support as merely performative, they may interpret it as misaligned with their current emotional or practical needs, potentially nullifying any positive effect on their emotional exhaustion. Accordingly, the mere perception of social support may not be sufficient if the perceived quality of this support appears to be inadequate. Secondly, excessive social support could be counterproductive as the most meaningful support often goes unnoticed (Bolger et al., 2000). Thus, excessive social support (e.g., practical assistance) may lead to feelings of reduced autonomy or disempowerment. When employees feel they are being overly assisted, they may interpret this as a sign that their competence or autonomy is being questioned, potentially leading them to emotionally disengage from the support. This, in turn, might neither alleviate nor exacerbate emotional exhaustion. Thirdly, social support operates on reciprocity principles (e.g., Häusser et al., 2023; Levine et al., 2005; Platow et al., 2007). Even over-reciprocity—when support received exceeds support given—can have adverse effects on well-being (Nahum-Shani et al., 2011). Thus, employees who perceive social support are likely to feel compelled to reciprocate, a phenomenon that appears to be more evident at the daily within-person level. This give-and-take dynamic may create a null effect on emotional exhaustion in the short term, as the benefits of receiving (and perceiving) social support could be offset by the effort of providing it. This is in line with prior research

pointing to social support potentially depleting energy in the short-term (Lanaj et al., 2016). While my studies did not measure provided social support, this reciprocity mechanism remains a plausible explanation for the absence of within-person effects.

Taken together, my findings at the between-person level largely align with previous research showing that employees who strongly identify with their organization receive more social support, which has a positive impact on their well-being (Avanzi et al., 2015, 2021). However, my dissertation extends this evidence by revealing that these mechanisms operate differently at various temporal scales considering within-person and between-person levels—a critical theoretical distinction. Further, the differential mediation patterns suggest that perceived social support may not be a monolithic construct with consistent effects across multiple levels. Its mediating role appears contingent on the conceptualization of the construct (perceived social support vs. provided social support), temporal dynamics (short-term vs. longer-term), analytical approaches (within-person vs. between-person), and outcome specificity (activated vs. deactivated; behavioral vs. attitudinal). However, further investigation into why work engagement consistently shows mediation across levels, while other well-being outcomes do not, could provide valuable evidence-based insights into the mechanisms underlying of social identity processes in organizational contexts by shedding more light on the mediating role of perceived social support.

Necessity of Multilevel Analyses

The mixed findings at the within-person and between-person levels underscore the necessity of multilevel methodological approaches in occupational and organizational psychology. Effects at both levels can differ (e.g., Hamaker, 2012; Neubauer et al., 2022).

When examining the same variables at different analytical levels, researchers might uncover distinct patterns that would remain obscured through single-level analysis. This methodological implication of integrating multiple analytical levels warrants consideration in theorizing, as a comprehensive understanding of organizational identification mechanisms requires synthesizing both daily fluctuations and stable individual differences.

Measure and Definition of Well-Being

Both studies measured well-being specifically in the context of work, limiting generalizability to this domain and acknowledging that effects may vary based on alternative conceptualizations of well-being. From an occupational and organizational psychology perspective, well-being encompasses two distinct frameworks: hedonic well-being, which focuses on positive affect, job satisfaction, and the absence of distress; and eudaimonic well-being, which emphasizes personal growth, purpose, and achieving potential at work (e.g., Sonnentag, 2015).

Specifically, work-related well-being includes dimensions such as job satisfaction, work engagement, and relationship quality, taking into account the balance between job demands and available resources (e.g., Alarcon, 2011). It also includes types of work-related stress, encompassing emotional exhaustion as a component of burnout (Etzion et al., 1998).

In contrast, general well-being adopts a broader perspective that incorporates life satisfaction, psychological functioning, and mental health (Bu et al., 2025), while recognizing the bidirectional spillover effects between work and non-work domains. Such an approach recognizes that employees' well-being is shaped by both workplace factors and broader life circumstances.

However, focusing specifically on work-related well-being in my studies achieved construct consistency that increased research validity while directly addressing the organizational context. This focused approach allowed for a more precise examination of how organizational identification affects employees' well-being and performance in their work environment, providing relevant and specific insights for both theory and practice.

Practical Implications

Taken together, the key practical implication is that organizations should foster moderate to high levels of daily organizational identification to positively affect employees' daily global psychological need satisfaction and perceived social support, while trying to prevent a longer-term lack of detachment. This dissertation also revealed other important implications for practice.

First, organizations should establish explicit role clarity as in-role performance is positively associated with organizational identification. When roles are clearly described and expectations are transparent, employees may perform better due to reduced uncertainty, which subsequently benefits their organizational identification. Identity formation is an intraindividual process (Vough, 2012) that encompasses sense-giving (e.g., “Who are we?”) and sense-making (e.g., “How well do I know and understand the target?”). Increasing the role clarity and organizational identity may therefore cognitively simplify this process to facilitate the development of organizational identification.

Second, prestige and distinctiveness are decisive for identity formation (e.g., Ashforth & Mael, 1989). Thus, organizations should strengthen employees’ organizational identification by emphasizing their successes through a communication

climate (Neill et al., 2020) that emphasizes: the organization's positive distinctiveness as a social group worth identifying with, using inclusive language ("we" instead of "I"; e.g., Hogg & Williams, 2000), organizational purpose and values, as well as clear missions and strategic goals.

Third, organizations should practice strategic leadership development as managerial behavior constitutes an important driver for organizational identification (e.g., Krug et al., 2020). This could be achieved through role modeling, setting up continuous, near real-time feedback (Idrus, 2025) that reflects the temporal dynamic nature of organizational identification and their outcomes (i.e., well-being and performance), but also by adopting and integrating the 5R program (Haslam et al., 2017) into specific leadership training.

Fourth, as organizational identification fluctuates at different levels, organizations should measure these through regular ultra-short employee surveys. Consequently, they could increase transparency considering different levels of organizational identification (e.g., organizational level vs. team level), at different time points (e.g., Mondays vs. Fridays; temporal landmarks; Dai et al., 2015). This approach would facilitate understanding the dynamics of organizational identification and enable the development of targeted measures.

Lastly, as global psychological need satisfaction was found to increase employees' well-being and performance, organizations should aim to enhance the advantages of organizational identification by providing employees with greater control over their work, such as through flexible work arrangements (Shifrin & Michel, 2022). In addition, organizations should foster collaborative work environments to enable regular exchange and interactions (e.g., Dimotakis et al., 2011). For example, organizations should implement

targeted onboarding programs to integrate employees effectively from day one, especially considering that organizational identification varies daily. However, employees who identify strongly with the organization might become more vulnerable to emotional exhaustion over time if they do not mentally switch off from work in their leisure time. Organizations should therefore cultivate a culture that allows employees to detach after work. This is particularly important because strong identification raises susceptibility to social norms (e.g., Jetten et al., 1997; Spears, 2021), and excessive or dysfunctional norms can prove detrimental to an individual's well-being (e.g., Junker et al., 2024; Robison et al., 2021).

Strengths, Limitations and Future Directions for Research

My research exhibited several methodological strengths, notably the implementation of a daily diary design that captured dynamic workplace experiences, attitudes and behaviors through repeated measurements to examine within-person variability, complemented by a longitudinal study featuring three measurement points with 6-week retest intervals that strategically assessed predictors, mediators, and outcomes at different time points.

In addition, I was able to avoid post hoc hypothesis generation by conducting transparent research using open science practices (pre-registration of hypotheses and analytical procedures, publication of data, publication of analyses). However, it is crucial to recognize my key findings that (1) organizational identification showed significant within-person variability from day to day, (2) there were multiple levels of organizational identification by distinguishing between organization and team (both of which fluctuate within individuals), and (3) at the within-person level, daily global psychological need satisfaction accentuated positive effects on employees' daily well-being and performance.

(4) Perceived social support was a reliable mediator even at the within-person level (although the effects found were weaker compared to global psychological need satisfaction), and (5) not only employees' well-being but also their performance was, to some extent, highly dependent on their daily level of organizational identification.

It has also been shown that certain intraindividual effects might spill over to the interindividual level over time: (6) employees who identified more strongly with their organization appeared to perceive more social support and consequently reported better well-being (reduced emotional exhaustion, increased work engagement, increased job satisfaction); (7) employees who identified more strongly with their organization tended to be less able to mentally switch off from work (i.e., a lack of detachment), which in part had negative effects on their well-being (i.e., increased emotional exhaustion and marginal indications that this may reduce job satisfaction); and finally, (8) the positive association between organizational identification and employees' well-being through perceived social support was found to outweigh the concurrent negative effect of organizational identification on employees' well-being through a lack of detachment—considering these mechanisms over a 3-month period.

Another particular strength of the research design of Study 1 is the chosen methodology, which focuses on the within-person perspective through multilevel analyses. Few studies have examined the within-person perspective when investigating the effects of social identification in general on individual well-being or performance. This points to a perspective that has largely been neglected in prior research. Therefore, the results of Study 1 are highly informative with regard to the social identity approach applied to organizational

contexts, as some effects were quite strong—offering meaningful implications for theory and practice. In particular, it has been shown that organizational identification is by no means stable, but rather changes intraindividually on a daily basis. This daily variability of organizational identification has significant implications for workplace dynamics, influencing employees' experiences, attitudes and behaviors, while providing a foundation for evidence-based organizational interventions to address employees' well-being and performance.

An additional notable strength of Study 1 is the distinction between two levels of organizational identification: organizational identification and team identification. These findings are meaningful as they offer a relevant extension to existing meta-analyses (Steffens et al., 2017) by examining organizational and team identification within the same sample, rather than across separate studies. In addition, these two levels are particularly relevant to research because an individual's social identity can indeed stem not only from the organization, but also from their immediate work group, department, and informal networks (Ashforth & Mael, 1989; Mael & Tetrick, 1992). However, organizations as a whole may be more stable simply by virtue of their size than the composition of teams, which are highly dependent on individuals and their more varying social interactions. This is consistent with theoretical assumptions suggesting that smaller units may be more influential on a daily basis (e.g., D. Van Knippenberg & Van Schie, 2000). Yet, there is a growing interest in understanding different levels of identification at work (e.g., Greco et al., 2022). In the literature, a total of nine forms of identification have been distinguished in the work context, which are manager, leader, follower, team, organization, occupation-specific, professional, career, and work (Atewologun et al., 2017). Thus, future research should examine additional

levels of organizational identification at both within-person and between-person levels using, for example, daily diary studies or longitudinal methodological approaches with multiple measurement points. Also, from a practical perspective, greater clarity about the levels can help tailor interventions and enable context-sensitive generalizations.

As with any research, there are not only strengths but also limitations. First of all, the studies I have conducted are correlative. This fact does not allow any causal conclusions to be drawn. Although some limitations are beyond the scope of the chosen methods, an unavoidable drawback of these studies is that self-reported responses due to the questionnaire format may have led to biased results as a common method bias (P. M. Podsakoff et al., 2003). There is likely to be a source of common method bias in any study for a variety of complex reasons and is therefore widespread, such as social desirability (P. M. Podsakoff et al., 2024). However, there are indications that the validity of the results is not seriously affected (Fuller et al., 2016). Consequently, no causal conclusions can be drawn. However, to counter the inevitable idiosyncrasy of this research, I have considered and implemented some important steps to create a temporal precedence. In both studies, I included autoregressive paths in the analyses to control for temporal effects. For example, in Study 2, several measurement points were accomplished: this procedure served approximate temporal processes by measuring the predictor earlier, the mediators later, and the outcome variables further downstream. I also conducted additional analyses in both studies to test for possible reverse causation. However, it would be exciting to obtain results in a controlled setting.

Given the correlational nature of both research designs, the possibility of confounding variables cannot be disregarded. As with organizational identification, findings at the within-

person and between-person levels may differ significantly (Hamaker, 2012). To illustrate this, the example given in Chapter 3 on the methodological approach should be noted once again. At the between-person level, regular exercisers have better immune systems and are therefore healthier than non-exercisers (Baker & Simpson, 2021). However, these results can be confounded by factors such as general fitness level, exercise history, and recovery capacity. At the within-person level, the immediate reaction to physical exertion may be a decline in well-being due to the consumption of energy and subsequent fatigue, as intense exercise temporarily decreases an individual's health status through energy depletion and fatigue.

Confounding variables, such as endurance, may account for this discrepancy, as exercisers with greater experience benefit more from physical activity, resulting in superior immune systems. Thus, returning to organizational identification, it is very likely that there were additional variables present that were not measured in my two studies. These unmeasured confounding variables could, to some extent, lead to (1) potentially different results at the within-person level as opposed to the between-person level or (2) explain direct effects that occurred in mediated models. Even with within-person designs, confounding variables remain a potential concern, highlighting why between-person findings require distinct empirical validation when applied to within-person processes. Although the construct of organizational identification warrants further research, distinguishing between two perspectives with two dinstict approaches was therefore a reasonable decision.

Finally, I encourage other occupational and organizational psychologists to replicate or enrich my findings by testing them in experimental settings or with other samples. As both studies were conducted in the United Kingdom, the generalizability of the results is limited.

Therefore, the results can certainly only be generalized to fairly Western populations with a comparable culture. In addition to the different cultures in different countries, which are characterized by different values, the type of self-concept—collectivist versus individualist—plays a role in identity formation (Guo et al., 2018). Therefore, cultural generalizability may be an interesting topic for future research.

In future studies, researchers may seek to address the limitations of both studies by creating experimental conditions that examine the construct of organizational identification using other methodological approaches. These approaches could involve more controlled settings with similar research questions. Additionally, future research should integrate the findings from my studies to further understand the predictive power of organizational identification on employees' well-being and performance. Future research should also explore the factors that influence organizational identification (i.e., antecedents), thereby contributing to a more comprehensive, holistic and nuanced understanding of the construct itself.

Conclusions

My dissertation advances the social identity approach in meaningful ways for theory and practice. By shedding light on the within-person perspective, organizational identification appears to be a volatile, multifaceted, dynamic construct that fluctuates significantly from day to day. On a daily basis, organizational identification and team identification enhance employees' intraindividual well-being and performance through fulfilling global psychological needs and providing perceived social support. While global psychological need satisfaction is a strong mediator at the within-person level, perceived social support only partially mediates the observed effects at this level. In the long run, however, employees who

identify more with their organization are more likely to experience both the boon and bane of organizational identification: While perceived social support increases significantly, which in turn has a positive effect on employees' well-being, detachment may decrease, which could make highly identified employees vulnerable to poorer well-being over time. Taken together, although there seems to be a dual-pathway mechanism of organizational identification, the positive impact on employees' well-being through perceived social support prevails. In light of this dual-pathway perspective, perceived social support thus proves instead to be a reliable, strong mediator at the between-person level. All in all, my findings are crucial for both research and practice because they uncover relevant underlying mechanisms to better understand *how* organizational identification affects employees' well-being and performance—shedding light on two neglected perspectives.

References

Abrahams, L., Vergauwe, J., & De Fruyt, F. (2023). Within-person personality variability in the work context: A blessing or a curse for job performance? *Journal of Applied Psychology*, *108*(11), 1834–1855. https://doi.org/10.1037/apl0001101

Abrams, D., & Hogg, M. A. (2006). *Social Identifications*. Routledge. https://doi.org/10.4324/9780203135457

Abrams, D., & Hogg, M. A. (2010). Social Identity and Self-Categorization. In J. Dovidio, M. Hewstone, P. Glick, & V. Esses, *The SAGE Handbook of Prejudice, Stereotyping and Discrimination* (pp. 179–193). SAGE Publications Ltd. https://doi.org/10.4135/9781446200919.n11

Adarves-Yorno, I., Mahdon, M., Schueltke, L., Koschate-Reis, M., & Tarrant, M. (2020). Mindfulness and social identity: Predicting well-being in a high-stress environment. *Journal of Applied Social Psychology*, *50*(12), 720–732. https://doi.org/10.1111/jasp.12708

Affleck, G., Zautra, A., Tennen, H., & Armeli, S. (1999). Multilevel daily process designs for consulting and clinical psychology: A preface for the perplexed. *Journal of consulting and clinical psychology, 67*(5), 746-754.

Alarcon, G. M. (2011). A meta-analysis of burnout with job demands, resources, and attitudes. *Journal of Vocational Behavior*, *79*(2), 549–562. https://doi.org/10.1016/j.jvb.2011.03.007

Albrecht, S. L., & Anglim, J. (2018). Employee engagement and emotional exhaustion of fly-in-fly-out workers: A diary study. *Australian Journal of Psychology*, *70*(1), 66–75. https://doi.org/10.1111/ajpy.12155

Aldrup, K., Klusmann, U., & Lüdtke, O. (2017). Does basic need satisfaction mediate the link between stress exposure and well-being? A diary study among beginning teachers. *Learning and Instruction*, *50*, 21–30. https://doi.org/10.1016/j.learninstruc.2016.11.005

Allen, K.-A., Gray, D. L., Baumeister, R. F., & Leary, M. R. (2022). The Need to Belong: A Deep Dive into the Origins, Implications, and Future of a Foundational Construct. *Educational Psychology Review*, *34*(2), 1133–1156. https://doi.org/10.1007/s10648-021-09633-6

Allen, M. S., Iliescu, D., & Greiff, S. (2022). Single Item Measures in Psychological Science: A Call to Action. *European Journal of Psychological Assessment*, *38*(1), 1–5. https://doi.org/10.1027/1015-5759/a000699

Allen, N. J., & Hecht, T. D. (2004). The 'romance of teams': Toward an understanding of its psychological underpinnings and implications. *Journal of Occupational and Organizational Psychology*, *77*(4), 439–461. https://doi.org/10.1348/0963179042596469

Ando, K. (1999). Social Identification and a Solution to Social Dilemmas. *Asian Journal of Social Psychology*, *2*(2), 227–235. https://doi.org/10.1111/1467-839X.00036

Anik, L., Aknin, L. B., Norton, M. I., Dunn, E. W., & Quoidbach, J. (2013). Prosocial Bonuses Increase Employee Satisfaction and Team Performance. *PLoS ONE*, *8*(9), e75509. https://doi.org/10.1371/journal.pone.0075509

Arend, M. G., & Schäfer, T. (2019). Statistical power in two-level models: A tutorial based on Monte Carlo simulation. *Psychological Methods*, *24*(1), 1–19. https://doi.org/10.1037/met0000195

Ashforth, B. E., Caza, B. B., & Meister, A. (2022). My Place: How Workers Become Identified with Their Workplaces and Why It Matters. *Academy of Management Review, 49*(2), 366-398. https://doi.org/10.5465/amr.2020.0442

Ashforth, B. E., Harrison, S. H., & Corley, K. G. (2008). Identification in Organizations: An Examination of Four Fundamental Questions. *Journal of Management*, *34*(3), 325–374. https://doi.org/10.1177/0149206308316059

Ashforth, B. E., & Mael, F. (1989). Social Identity Theory and the Organization. *The Academy of Management Review*, *14*(1), 20. https://doi.org/10.2307/258189

Asparouhov, T., & Muthén, B. (2009). Exploratory Structural Equation Modeling. *Structural Equation Modeling: A Multidisciplinary Journal*, *16*(3), 397–438. https://doi.org/10.1080/10705510903008204

Atewologun, D., Kutzer, R., Doldor, E., Anderson, D., & Sealy, R. (2017). Individual-level Foci of Identification at Work: A Systematic Review of the Literature. *International Journal of Management Reviews*, *19*(3), 273–295. https://doi.org/10.1111/ijmr.12148

Au, Y. W. (2010). *Identification and conflict in virtual teams: A social identity approach* (Doctoral dissertation, Heriot-Watt University). http://hdl.handle.net/10399/2379

Avanzi, L., Fraccaroli, F., Sarchielli, G., Ullrich, J., & Van Dick, R. (2014). Staying or leaving: A combined social identity and social exchange approach to predicting employee turnover intentions. *International Journal of Productivity and Performance Management*, *63*(3), 272–289. https://doi.org/10.1108/IJPPM-02-2013-0028

Avanzi, L., Perinelli, E., Bressan, M., Balducci, C., Lombardi, L., Fraccaroli, F., & Van Dick, R. (2021). The mediational effect of social support between organizational identification and employees' health: A three-wave study on the social cure model. *Anxiety, Stress, & Coping*, *34*(4), 465–478. https://doi.org/10.1080/10615806.2020.1868443

Avanzi, L., Perinelli, E., & Mariani, M. G. (2023). The effect of individual, group, and shared organizational identification on job satisfaction and collective actual turnover. *European Journal of Social Psychology*, *53*(5), 956–969. https://doi.org/10.1002/ejsp.2946

Avanzi, L., Savadori, L., Fraccaroli, F., Ciampa, V., & Van Dick, R. (2022). Too-much-of-a-good-thing? The curvilinear relation between identification, overcommitment, and employee well-being. *Current Psychology*, *41*(3), 1256–1266. https://doi.org/10.1007/s12144-020-00655-x

Avanzi, L., Schuh, S. C., Fraccaroli, F., & Van Dick, R. (2015). Why does organizational identification relate to reduced employee burnout? The mediating influence of social support and collective efficacy. *Work & Stress*, *29*(1), 1–10. https://doi.org/10.1080/02678373.2015.1004225

Avanzi, L., Van Dick, R., Fraccaroli, F., & Sarchielli, G. (2012). The downside of organizational identification: Relations between identification, workaholism and well-being. *Work & Stress*, *26*(3), 289–307. https://doi.org/10.1080/02678373.2012.712291

Baethge, A., Junker, N. M., & Rigotti, T. (2021). Does work engagement physiologically deplete? Results from a daily diary study. *Work & Stress*, *35*(3), 283–300. https://doi.org/10.1080/02678373.2020.1857466

Baker, F. L., & Simpson, R. J. (2021). Exercise to Support Optimal Immune Function. *ACSM'S Health & Fitness Journal*, *25*(1), 5–8. https://doi.org/10.1249/FIT.0000000000000628

Bakker, A. B. (2010). Engagement and "Job Crafting": Engaged Employees Create their Own Great Place to Work. In S. Albrecht, *Handbook of Employee Engagement*. Edward Elgar Publishing. https://doi.org/10.4337/9781849806374.00027

Bakker, A. B. (2011). An Evidence-Based Model of Work Engagement. *Current Directions in Psychological Science, 20*(4), 265-269. https://doi.org/10.1177/0963721411414534

Bakker, A. B. (2014). Daily Fluctuations in Work Engagement: An Overview and Current Directions. *European Psychologist*, *19*(4), 227–236. https://doi.org/10.1027/1016-9040/a000160

Bakker, A. B., & Bal, M. P. (2010). Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organizational Psychology*, *83*(1), 189–206. https://doi.org/10.1348/096317909X402596

Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. *Journal of Managerial Psychology*, *22*(3), 309–328. https://doi.org/10.1108/02683940710733115

Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, *22*(3), 273–285. https://doi.org/10.1037/ocp0000056

Bakker, A. B., & Demerouti, E. (2018). The Spillover–Crossover Model. In C. Cooper (Ed.), *Current Issues in Work and Organizational Psychology* (pp. 140–152). Routledge. https://doi.org/10.4324/9780429468339-8

Bakker, A. B., Demerouti, E., & Schaufeli, W. (2003). Dual processes at work in a call centre: An application of the job demands – resources model. *European Journal of Work and Organizational Psychology*, *12*(4), 393–417. https://doi.org/10.1080/13594320344000165

Bakker, A. B., Demerouti, E., & Ten Brummelhuis, L. L. (2012). Work engagement, performance, and active learning: The role of conscientiousness. *Journal of Vocational Behavior*, *80*(2), 555–564. https://doi.org/10.1016/j.jvb.2011.08.008

Bakker, A. B., & Oerlemans, W. G. M. (2019). Daily job crafting and momentary work engagement: A self-determination and self-regulation perspective. *Journal of Vocational Behavior*, *112*, 417–430. https://doi.org/10.1016/j.jvb.2018.12.005

Bakker, A. B., & Schaufeli, W. B. (2015). Work Engagement. In C. L. Cooper (Ed.), *Wiley Encyclopedia of Management*. Wiley. https://doi.org/10.1002/9781118785317.weom110009

Barker, R. G. (1963). The stream of behavior as an empirical problem. In R. G. Barker (Ed.), *The stream of behavior: Explorations of its structure & content* (pp. 1–22). Appleton-Century-Crofts. https://doi.org/10.1037/11177-001

Bartels, J., Pruyn, A., de Jong, M., & Joustra, I. (2007). Multiple organizational identification levels and the impact of perceived external prestige and communication climate. *Journal of Organizational Behavior*, *28*(2), 173–190. https://doi.org/10.1002/job.420

Bartholomew, K. J., Ntoumanis, N., Cuevas, R., & Lonsdale, C. (2014). Job pressure and ill-health in physical education teachers: The mediating role of psychological need thwarting. *Teaching and Teacher Education*, *37*, 101–107. https://doi.org/10.1016/j.tate.2013.10.006

Basinska, B. A., & Gruszczynska, E. (2020). Burnout as a State: Random-Intercept Cross-Lagged Relationship Between Exhaustion and Disengagement in a 10-Day Study. *Psychology Research and Behavior Management*, *Volume 13*, 267–278. https://doi.org/10.2147/PRBM.S244397

Baumeister, R. F., & Leary, M. R. (2017). The Need to Belong: Desire for Interpersonal Attachments as a Fundamental Human Motivation. *Interpersonal Development*, *57–89*. https://doi.org/10.4324/9781351153683

Beal, D. J., Weiss, H. M., Barros, E., & MacDermid, S. M. (2005). An Episodic Process Model of Affective Influences on Performance. *Journal of Applied Psychology*, *90*(6), 1054–1068. https://doi.org/10.1037/0021-9010.90.6.1054

Bednar, J. S., Galvin, B. M., Ashforth, B. E., & Hafermalz, E. (2020). Putting Identification in Motion: A Dynamic View of Organizational Identification. *Organization Science*, *31*(1), 200–222. https://doi.org/10.1287/orsc.2018.1276

Bergami, M., & Bagozzi, R. P. (2000). Self-categorization, affective commitment and group self-esteem as distinct aspects of social identity in the organization. *British Journal of Social Psychology*, *39*(4), 555–577. https://doi.org/10.1348/014466600164633

Berger, I. E. (2006). Identity, Identification, and Relationship Through Social Alliances. *Journal of the Academy of Marketing Science*, *34*(2), 128–137. https://doi.org/10.1177/0092070305284973

Bettencourt, B. A., & Hume, D. (1999). The cognitive contents of social-group identity: Values, emotions, and relationships. *European Journal of Social Psychology*, *29*(1), 113–121.

Bies, R. J., & Organ, D. W. (1989). Organizational Citizenship Behavior: The Good Soldier Syndrome. *The Academy of Management Review*, *14*(2), 294. https://doi.org/10.2307/258426

Binnewies, C., Sonnentag, S., & Mojza, E. J. (2009). Daily performance at work: Feeling recovered in the morning as a predictor of day-level job performance. *Journal of Organizational Behavior*, *30*(1), 67–93. https://doi.org/10.1002/job.541

Binnewies, C., Sonnentag, S., & Mojza, E. J. (2010). Recovery during the weekend and fluctuations in weekly job performance: A week-level study examining intra-individual relationships. *Journal of Occupational and Organizational Psychology*, *83*(2), 419–441. https://doi.org/10.1348/096317909X418049

Bolger, N., Davis, A., & Rafaeli, E. (2003). Diary Methods: Capturing Life as it is Lived. *Annual Review of Psychology*, *54*(1), 579–616. https://doi.org/10.1146/annurev.psych.54.101601.145030

Bolger, N., & Laurenceau, J.-P. (2013). *Intensive longitudinal methods: An introduction to diary and experience sampling research.* Guilford Press.

Bolger, N., Zuckerman, A., & Kessler, R. C. (2000). Invisible support and adjustment to stress. *Journal of Personality and Social Psychology*, *79*(6), 953–961. https://doi.org/10.1037/0022-3514.79.6.953

Bono, J. E., Foldes, H. J., Vinson, G., & Muros, J. P. (2007). Workplace emotions: The role of supervision and leadership. *Journal of Applied Psychology*, *92*(5), 1357–1367. https://doi.org/10.1037/0021-9010.92.5.1357

Boro, S. (2008). Organizational identification: Theoretical and empirical analyses of competing conceptualizations. *Cognition, Brain, Behavior, 12*(1), 1-28.

Boudrias, J.-S., Gaudreau, P., Desrumaux, P., Leclerc, J.-S., Ntsame-Sima, M., Savoie, A., & Brunet, L. (2014). Verification of a Predictive Model of Psychological Health at Work in Canada and France. *Psychologica Belgica*, *54*(1), 55–77. https://doi.org/10.5334/pb.aa

Breevaart, K., & Bakker, A. B. (2018). Daily job demands and employee work engagement: The role of daily transformational leadership behavior. *Journal of Occupational Health Psychology*, *23*(3), 338–349. https://doi.org/10.1037/ocp0000082

Breevaart, K., Bakker, A. B., Demerouti, E., & Derks, D. (2015). Who takes the lead? A multi-source diary study on leadership, work engagement, and job performance:

Weekly Leadership. *Journal of Organizational Behavior*, *37*(3), 309–325. https://doi.org/10.1002/job.2041

Brown, M. E. (1969). Identification and some conditions of organizational involvement. *Administrative science quarterly, 346-355*. https://doi.org/10.2307/2391129

Brown, R. (2020). The social identity approach: Appraising the Tajfellian legacy. *British Journal of Social Psychology*, *59*(1), 5–25. https://doi.org/10.1111/bjso.12349

Bu, F., Bone, J. K., & Fancourt, D. (2025). Will things feel better in the morning? A time-of-day analysis of mental health and wellbeing from nearly 1 million observations. *BMJ Mental Health*, *28*(1). https://doi.org/10.1136/bmjment-2024-301418

Buckingham, M., & Goodall, A. (2015). Reinventing performance management. *Harvard Business Review, 93*(4), 40-50.

Campbell, J. P., & Wilmot, M. P. (2018). The Functioning of Theory in Industrial, Work and Organizational Psychology (IWOP). In D. S. Ones, N. Anderson, C. Viswesvaran, H. K. Sinangil (Eds.) *The SAGE Handbook of Industrial, Work and Organizational Psychology: Personnel Psychology and Employee Performance* (pp. 3–37). SAGE Publications Ltd. https://doi.org/10.4135/9781473914940.n2

Caprar, D. V., Walker, B. W., & Ashforth, B. E. (2022). The Dark Side of Strong Identification in Organizations: A Conceptual Review. *Academy of Management Annals*, *16*(2), 759–805. https://doi.org/10.5465/annals.2020.0338

Carmeli, A., Ben-Hador, B., Waldman, D. A., & Rupp, D. E. (2009). How leaders cultivate social capital and nurture employee vigor: Implications for job performance. *Journal of Applied Psychology*, *94*(6), 1553–1561. https://doi.org/10.1037/a0016429

Carmeli, A., Gilat, G., & Waldman, D. A. (2007). The Role of Perceived Organizational Performance in Organizational Identification, Adjustment and Job Performance*. *Journal of Management Studies*, *44*(6), 972–992. https://doi.org/10.1111/j.1467-6486.2007.00691.x

Carmeli, A., Gilat, G., & Weisberg, J. (2006). Perceived External Prestige, Organizational Identification and Affective Commitment: A Stakeholder Approach. *Corporate Reputation Review*, *9*(2), 92–104. https://doi.org/10.1057/palgrave.crr.1550014

Cavazotte, F., Moreno, V., & Bernardo, J. (2013). Transformational leaders and work performance: The mediating roles of identification and self-efficacy. *BAR-Brazilian Administration Review*, *10*(4), 490–512. https://doi.org/10.1590/S1807-76922013000400007

Center for Open Science (2025). Open Science. https://www.cos.io/open-science

Cerasoli, C. P., Nicklin, J. M., & Ford, M. T. (2014). Intrinsic motivation and extrinsic incentives jointly predict performance: A 40-year meta-analysis. *Psychological Bulletin*, *140*(4), 980–1008. https://doi.org/10.1037/a0035661

Cheney, G. (1983). On the various and changing meanings of organizational membership: A field study of organizational identification. *Communication Monographs*, *50*(4), 342–362. https://doi.org/10.1080/03637758309390174

Cohen, J. (2016). A power primer. In A. E. Kazdin (Ed.), *Methodological issues and strategies in clinical research* (4th ed., pp. 279–284). American Psychological Association. https://doi.org/10.1037/14805-018

Cole, D. A., & Maxwell, S. E. (2003). Testing mediational models with longitudinal data: Questions and tips in the use of structural equation modeling. *Journal of abnormal psychology, 112*(4), 558.

Cole, D. A., & Preacher, K. J. (2014). Manifest variable path analysis: Potentially serious and misleading consequences due to uncorrected measurement error. *Psychological Methods*, *19*(2), 300–315. https://doi.org/10.1037/a0033805

Conroy, S. A., Becker, W. J., & Menges, J. I. (2017). The Meaning of My Feelings Depends on Who I Am: Work-Related Identifications Shape Emotion Effects in Organizations. *Academy of Management Journal*, *60*(3), 1071–1093. https://doi.org/10.5465/amj.2014.1040

Conroy, S. A., Henle, C. A., Shore, L., & Stelman, S. (2017). Where there is light, there is dark: A review of the detrimental outcomes of high organizational identification. *Journal of Organizational Behavior*, *38*(2), 184–203. https://doi.org/10.1002/job.2164

Conway, E., Freeney, Y., Monks, K., & McDowell, N. (2023). Understanding Affective Commitment to Change in a Civil Service Context: The Roles of Prosocial Job Design, Organizational Identification, and Involvement Climate. *Review of Public Personnel Administration, 45*(1), 124-144. https://doi.org/10.1177/0734371X231211153

Cook, B. G., & Therrien, W. J. (2017). Null Effects and Publication Bias in Special Education Research. *Behavioral Disorders*, *42*(4), 149–158. https://doi.org/10.1177/0198742917709473

Coxen, L., Van der Vaart, L., Van den Broeck, A., & Rothmann, S. (2021). Basic Psychological Needs in the Work Context: A Systematic Literature Review of Diary Studies. *Frontiers in Psychology*, *12*, 698526. https://doi.org/10.3389/fpsyg.2021.698526

Crabtree, J. W., Haslam, S. A., Postmes, T., & Haslam, C. (2010). Mental Health Support Groups, Stigma, and Self-Esteem: Positive and Negative Implications of Group Identification: Mental Health and Stigma. *Journal of Social Issues*, *66*(3), 553–569. https://doi.org/10.1111/j.1540-4560.2010.01662.x

Craik, K. H. (2000). The lived day of an individual: A person–environment perspective. In *Person-environment psychology* (pp. 233-266). Psychology Press. https://doi.org/10.4324/9781410605771

Cropanzano, R., & Wright, T. A. (2001). When a "happy" worker is really a "productive" worker: A review and further refinement of the happy-productive worker thesis. *Consulting Psychology Journal: Practice and Research, 53*(3), 182.

Cruwys, T., Greenaway, K. H., Ferris, L. J., Rathbone, J. A., Saeri, A. K., Williams, E., Parker, S. L., Chang, M. X.-L., Croft, N., Bingley, W., & Grace, L. (2021). When trust goes wrong: A social identity model of risk taking. *Journal of Personality and Social Psychology*, *120*(1), 57–83. https://doi.org/10.1037/pspi0000243

Csikszentmihalyi, M., & LeFevre, J. (1989). Optimal experience in work and leisure. *Journal of Personality and Social Psychology*, *56*(5), 815–822. https://doi.org/10.1037/0022-3514.56.5.815

Culbertson, S. S., Fullagar, C. J., & Mills, M. J. (2010). Feeling good and doing great: The relationship between psychological capital and well-being. *Journal of Occupational Health Psychology*, *15*(4), 421–433. https://doi.org/10.1037/a0020720

Curran, P. J., & Bauer, D. J. (2011). The Disaggregation of Within-Person and Between-Person Effects in Longitudinal Models of Change. *Annual Review of Psychology*, *62*(1), 583–619. https://doi.org/10.1146/annurev.psych.093008.100356

Dahlke, J. A., Kostal, J. W., Sackett, P. R., & Kuncel, N. R. (2018). Changing abilities vs. changing tasks: Examining validity degradation with test scores and college performance criteria both assessed longitudinally. *Journal of Applied Psychology*, *103*(9), 980–1000. https://doi.org/10.1037/apl0000316

Dai, H., Milkman, K. L., & Riis, J. (2015). Put Your Imperfections Behind You: Temporal Landmarks Spur Goal Initiation When They Signal New Beginnings. *Psychological Science*, *26*(12), 1927–1936. https://doi.org/10.1177/0956797615605818

Dalal, R. S., Alaybek, B., & Lievens, F. (2020). Within-Person Job Performance Variability Over Short Timeframes: Theory, Empirical Research, and Practice. *Annual Review of Organizational Psychology and Organizational Behavior*, *7*(1), 421–449. https://doi.org/10.1146/annurev-orgpsych-012119-045350

Dalal, R. S., Bhave, D. P., & Fiset, J. (2014). Within-Person Variability in Job Performance: A Theoretical Review and Research Agenda. *Journal of Management*, *40*(5), 1396–1436. https://doi.org/10.1177/0149206314532691

Daniels, K., Glover, J., & Mellor, N. (2014). An experience sampling study of expressing affect, daily affective well-being, relationship quality, and perceived performance.

Journal of Occupational and Organizational Psychology, *87*(4), 781–805. https://doi.org/10.1111/joop.12074

De Cremer, D., Van Knippenberg, D., Van Dijk, E., & Van Leeuwen, E. (2008). Cooperating If One's Goals Are Collective-Based: Social Identification Effects in Social Dilemmas as a Function of Goal Transformation. *Journal of Applied Social Psychology*, *38*(6), 1562–1579. https://doi.org/10.1111/j.1559-1816.2008.00359.x

De Gieter, S., Hofmans, J., & Bakker, A. B. (2018). Need satisfaction at work, job strain, and performance: A diary study. *Journal of Occupational Health Psychology*, *23*(3), 361–372. https://doi.org/10.1037/ocp0000098

De Giorgio, A., Barattucci, M., Teresi, M., Raulli, G., Ballone, C., Ramaci, T., & Pagliaro, S. (2022). Organizational identification as a trigger for personal well-being: Associations with happiness and stress through job outcomes. *Journal of Community & Applied Social Psychology*, *33*(1), 138–151. https://doi.org/10.1002/casp.2648

De Moura, G. R., Abrams, D., Retter, C., Gunnarsdottir, S., & Ando, K. (2009). Identification as an organizational anchor: How identification and job satisfaction combine to predict turnover intention. *European Journal of Social Psychology*, *39*(4), 540–557. https://doi.org/10.1002/ejsp.553

Debus, M. E., Sonnentag, S., Deutsch, W., & Nussbeck, F. W. (2014). Making flow happen: The effects of being recovered on work-related flow between and within days. *Journal of Applied Psychology*, *99*(4), 713–722. https://doi.org/10.1037/a0035881

Delacre, M., Lakens, D., & Leys, C. (2017). Why Psychologists Should by Default Use Welch's t-test Instead of Student's t-test. *International Review of Social Psychology*, *30*(1), 92–101. https://doi.org/10.5334/irsp.82

Demerouti, E., Bakker, A. B., & Halbesleben, J. R. B. (2015). Productive and counterproductive job crafting: A daily diary study. *Journal of Occupational Health Psychology*, *20*(4), 457–469. https://doi.org/10.1037/a0039002

Derks, D., van Mierlo, H., & Schmitz, E. B. (2014). A diary study on work-related smartphone use, psychological detachment and exhaustion: Examining the role of the perceived segmentation norm. *Journal of Occupational Health Psychology*, *19*(1), 74–84. https://doi.org/10.1037/a0035076

Dimotakis, N., Scott, B. A., & Koopman, J. (2011). An experience sampling investigation of workplace interactions, affective states, and employee well-being. *Journal of Organizational Behavior*, *32*(4), 572–588. https://doi.org/10.1002/job.722

Doise, W., Csepeli, G., Dann, H. D., Gouge, C., Larsen, K., & Ostell, A. (1972). An experimental investigation into the formation of intergroup representations. *European journal of social psychology, 2*(2), 202-204.

Doosje, B., Ellemers, N., & Spears, R. (1995). Perceived Intragroup Variability as a Function of Group Status and Identification. *Journal of Experimental Social Psychology*, *31*(5), 410–436. https://doi.org/10.1006/jesp.1995.1018

Douglas, B. D., Ewell, P. J., & Brauer, M. (2023). Data quality in online human-subjects research: Comparisons between MTurk, Prolific, CloudResearch, Qualtrics, and SONA. *PLOS ONE*, *18*(3), e0279720. https://doi.org/10.1371/journal.pone.0279720

Dovidio, J. F., & Morris, W. N. (1975). Effects of stress and commonality of fate on helping behavior. *Journal of Personality and Social Psychology*, *31*(1), 145–149. https://doi.org/10.1037/h0076236

Drzensky, F., & Van Dick, R. (2013). Organizational identification and organizational change. In S. Oreg, A. Michel, & R. T. By (Eds.), *The Psychology of Organizational Change* (pp. 275–298). Cambridge University Press. https://doi.org/10.1017/CBO9781139096690.018

Dukerich, J., M., Kramer, R., & Parks, J. M. (1998). The dark side of organizational identification. In D. A. Whetten & P. C. Godfrey (Eds.), *Identity in organizations: Building theory through conversations* (pp. 245–256). SAGE.

Dust, S. B., Liu, H., Wang, S., & Reina, C. S. (2022). The effect of mindfulness and job demands on motivation and performance trajectories across the workweek: An entrainment theory perspective. *Journal of Applied Psychology*, *107*(2), 221–239. https://doi.org/10.1037/apl0000887

Dutton, J. E., Dukerich, J. M., & Harquail, C. V. (1994). Organizational Images and Member Identification. *Administrative Science Quarterly*, *39*(2), 239. https://doi.org/10.2307/2393235

Easterbrook, M., & Vignoles, V. L. (2012). Different Groups, Different Motives: Identity Motives Underlying Changes in Identification With Novel Groups. *Personality and Social Psychology Bulletin*, *38*(8), 1066–1080. https://doi.org/10.1177/0146167212444614

Edwards, M. R., & Peccei, R. (2007). Organizational identification: Development and testing of a conceptually grounded measure. *European Journal of Work and Organizational Psychology*, *16*(1), 25–57. https://doi.org/10.1080/13594320601088195

Ellemers, N., Kortekaas, P., & Ouwerkerk, J. W. (1999). Self-categorisation, commitment to the group and group self-esteem as related but distinct aspects of social identity. *European journal of social psychology, 29*(2-3), 371-389. https://doi.org/10.1002/(SICI)1099-0992(199903/05)29:2/3<371::AID-EJSP932>3.0.CO;2-U

Enders, C. K. (2001). The impact of nonnormality on full information maximum-likelihood estimation for structural equation models with missing data. *Psychological Methods*, *6*(4), 352–370. https://doi.org/10.1037/1082-989X.6.4.352

Etzion, D., Eden, D., & Lapidot, Y. (1998). Relief from job stressors and burnout: Reserve service as a respite. *Journal of Applied Psychology*, *83*(4), 577–585. https://doi.org/10.1037/0021-9010.83.4.577

Filippi, S., Peters, K., & Suitner, C. (2024). Power to the people: A social identity perspective on organizational decentralization and employee well-being. *Journal of Community & Applied Social Psychology, 34*(1). https://doi.org/10.1002/casp.2725

Fisher, C. D., & To, M. L. (2012). Using experience sampling methodology in organizational behavior. *Journal of Organizational Behavior*, *33*(7), 865–877. https://doi.org/10.1002/job.1803

Foddy, M., Platow, M. J., & Yamagishi, T. (2009). Group-Based Trust in Strangers: The Role of Stereotypes and Expectations. *Psychological Science*, *20*(4), 419–422. https://doi.org/10.1111/j.1467-9280.2009.02312.x

Foote, N. N. (1951). Identification as the basis for a theory of motivation. *American sociological review, 16*(1), 14-21. https://doi.org/10.2307/2087964

Frenzel, S. B., Junker, N. M., Häusser, J. A., Erkens, V. A., & Van Dick, R. (2023). Team identification relates to lower burnout—Emotional and instrumental support as two different social cure mechanisms. *British Journal of Social Psychology*, *62*(2), 673–691. https://doi.org/10.1111/bjso.12588

Frisch, J. U., Häusser, J. A., Van Dick, R., & Mojzisch, A. (2014). Making support work: The interplay between social support and social identity. *Journal of Experimental Social Psychology*, *55*, 154–161. https://doi.org/10.1016/j.jesp.2014.06.009

Fritz, C., & Sonnentag, S. (2006). Recovery, well-being, and performance-related outcomes: The role of workload and vacation experiences. *Journal of Applied Psychology*, *91*(4), 936–945. https://doi.org/10.1037/0021-9010.91.4.936

Fuller, C. M., Simmering, M. J., Atinc, G., Atinc, Y., & Babin, B. J. (2016). Common methods variance detection in business research. *Journal of Business Research*, *69*(8), 3192–3198. https://doi.org/10.1016/j.jbusres.2015.12.008

Gabriel, A. S., Frantz, N. B., Levy, P. E., & Hilliard, A. W. (2014). The supervisor feedback environment is empowering, but not all the time: Feedback orientation as a critical moderator. *Journal of Occupational and Organizational Psychology*, *87*(3), 487–506. https://doi.org/10.1111/joop.12060

Gabriel, A. S., Podsakoff, N. P., Beal, D. J., Scott, B. A., Sonnentag, S., Trougakos, J. P., & Butts, M. M. (2019). Experience Sampling Methods: A Discussion of Critical Trends and Considerations for Scholarly Advancement. *Organizational Research Methods*, *22*(4), 969–1006. https://doi.org/10.1177/1094428118802626

Galvin, B. M., Lange, D., & Ashforth, B. E. (2015). Narcissistic Organizational Identification: Seeing Oneself As Central to the Organization's Identity. *Academy of Management Review*, *40*(2), 163–181. https://doi.org/10.5465/amr.2013.0103

Glandorf, H. L., Coffee, P., & Madigan, D. J. (2022). Team identification and athlete burnout: Testing longitudinal serial mediation via perceived support and stress. *Psychology of Sport and Exercise*, *63*, 102292. https://doi.org/10.1016/j.psychsport.2022.102292

Gochmann, V., Ohly, S., & Kotte, S. (2022). Diary studies, a double-edged sword? An experimental exploration of possible distortions due to daily reporting of social interactions. *Journal of Organizational Behavior*, *43*(7), 1209–1223. https://doi.org/10.1002/job.2633

Gozukara, I., & Simsek, O. F. (2015). Role of Leadership in Employees' Work Engagement: Organizational Identification and Job Autonomy. *International Journal of Business and Management*, *11*(1), 72. https://doi.org/10.5539/ijbm.v11n1p72

Greco, L. M., Porck, J. P., Walter, S. L., Scrimpshire, A. J., & Zabinski, A. M. (2022). A meta-analytic review of identification at work: Relative contribution of team, organizational, and professional identification. *Journal of Applied Psychology*, *107*(5), 795–830. https://doi.org/10.1037/apl0000941

Green, J. P., Dalal, R. S., Bleiberg, M. A., Swigart, K. L., Wallace, D. M., & Hargrove, A. K. (2016). Personality Strength and Situational Influences on Within-Person Performance Variation. *Academy of Management Proceedings*, *2016*(1), 17486. https://doi.org/10.5465/ambpp.2016.123

Greenaway, K. H., Cruwys, T., Haslam, S. A., & Jetten, J. (2016). Social identities promote well-being because they satisfy global psychological needs: Social identity satisfies psychological needs. *European Journal of Social Psychology*, *46*(3), 294–307. https://doi.org/10.1002/ejsp.2169

Greenaway, K. H., Haslam, S. A., Cruwys, T., Branscombe, N. R., Ysseldyk, R., & Heldreth, C. (2015). From "we" to "me": Group identification enhances perceived personal control with consequences for health and well-being. *Journal of Personality and Social Psychology*, *109*(1), 53–74. https://doi.org/10.1037/pspi0000019

Greenaway, K. H., Wright, R. G., Willingham, J., Reynolds, K. J., & Haslam, S. A. (2015). Shared Identity Is Key to Effective Communication. *Personality and Social Psychology Bulletin*, *41*(2), 171–182. https://doi.org/10.1177/0146167214559709

Griepentrog, B. K., Harold, C. M., Holtz, B. C., Klimoski, R. J., & Marsh, S. M. (2012). Integrating Social Identity and the Theory of Planned Behavior: Predicting Withdrawal from an Organizational Recruitment Process. *Personnel Psychology*, *65*(4), 723–753. https://doi.org/10.1111/peps.12000

Grosse, R. (2018). *The Four-Day Workweek*. Routledge. https://doi.org/10.4324/9781315164311

Grzywacz, J. G., & Marks, N. F. (2000). Reconceptualizing the work–family interface: An ecological perspective on the correlates of positive and negative spillover between work and family. *Journal of Occupational Health Psychology*, *5*(1), 111–126. https://doi.org/10.1037/1076-8998.5.1.111

Gunthert, K. C., & Wenze, S. J. (2012). Daily diary methods. In M. R. Mehl & T. S. Conner (Eds.), *Handbook of research methods for studying daily life* (pp. 144–159). The Guilford Press.

Guo, C., Miller, J. K., Woodard, M. S., Miller, D. J., Silvernail, K. D., Aydin, M. D., Lemos, A. H. D. C., Kumpikaite-Valiuniene, V., Nair, S., Donnelly, P. F., Marx, R. D., & Peters, L. M. (2018). Self-concept orientation and organizational identification: A mediated relationship. *Journal of Managerial Psychology*, *33*(4/5), 358–371. https://doi.org/10.1108/JMP-09-2017-0293

Haber, M. G., Cohen, J. L., Lucas, T., & Baltes, B. B. (2007). The relationship between self-reported received and perceived social support: A meta-analytic review. *American Journal of Community Psychology*, *39*(1–2), 133–144. https://doi.org/10.1007/s10464-007-9100-9

Hamaker, E. L. (2012). Why researchers should think "within-person": A paradigmatic rationale. In M. R. Mehl & T. S. Conner (Eds.), *Handbook of research methods for studying daily life* (pp. 43–61). The Guilford Press.

Hamaker, E. L., Kuiper, R. M., & Grasman, R. P. (2015). A critique of the cross-lagged panel model. *Psychological Methods, 20*(1), 102-116. https://doi.org/10.1037/a0038889

Han, G. H., & Harms, P. D. (2010). Team identification, trust and conflict: A mediation model. *International Journal of Conflict Management*, *21*(1), 20–43. https://doi.org/10.1108/10444061011016614

Harold, C. M., Oh, I.-S., Holtz, B. C., Han, S., & Giacalone, R. A. (2016). Fit and frustration as drivers of targeted counterproductive work behaviors: A multifoci perspective. *Journal of Applied Psychology*, *101*(11), 1513–1535. https://doi.org/10.1037/apl0000150

Haslam, C. (2018). *The new psychology of health: Unlocking the social cure*. Routledge.

Haslam, C., Lam, B. C. P., Ghafoori, E., Steffens, N. K., Haslam, S. A., Bentley, S. V., Cruwys, T., & La Rue, C. J. (2023). A longitudinal examination of the role of social identity in supporting health and well-being in retirement. *Psychology and Aging*, *38*(7), 615–626. https://doi.org/10.1037/pag0000757

Haslam, S. A. (2012). *Psychology in Organizations: The Social Identity Approach*. SAGE Publications Ltd. https://doi.org/10.4135/9781446278819

Haslam, S. A. (2014). Making good theory practical: Five lessons for an Applied Social Identity Approach to challenges of organizational, health, and clinical psychology. *British Journal of Social Psychology*, *53*(1), 1–20. https://doi.org/10.1111/bjso.12061

Haslam, S. A., Haslam, C., Jetten, J., Cruwys, T., & Dingle, G. A. (2021). Social Identity. In R. H. Paul, L. E. Salminen, J. Heaps, & L. M. Cohen (Eds.), *The Wiley Encyclopedia of Health Psychology* (pp. 679–688). Wiley. https://doi.org/10.1002/9781119057840.ch119

Haslam, S. A., Jetten, J., Postmes, T., & Haslam, C. (2009). Social Identity, Health and Well-Being: An Emerging Agenda for Applied Psychology. *Applied Psychology*, *58*(1), 1–23. https://doi.org/10.1111/j.1464-0597.2008.00379.x

Haslam, S. A., Jetten, J., & Waghorn, C. (2009). Social identification, stress and citizenship in teams: a five-phase longitudinal study. *Stress and Health: Journal of the International Society for the Investigation of Stress, 25*(1), 21-30. https://doi.org/10.1002/smi.1221

Haslam, S. A., O'Brien, A., Jetten, J., Vormedal, K., & Penna, S. (2005). Taking the strain: Social identity, social support, and the experience of stress. *British Journal of Social Psychology*, *44*(3), 355–370. https://doi.org/10.1348/014466605X37468

Haslam, S. A., & Reicher, S. (2006). Stressing the group: Social identity and the unfolding dynamics of responses to stress. *Journal of Applied Psychology*, *91*(5), 1037–1052. https://doi.org/10.1037/0021-9010.91.5.1037

Haslam, S. A., Ryan, M. K., Postmes, T., Spears, R., Jetten, J., & Webley, P. (2006). Sticking to our guns: Social identity as a basis for the maintenance of commitment to faltering organizational projects. *Journal of Organizational Behavior*, *27*(5), 607–628. https://doi.org/10.1002/job.370

Haslam, A. S., Steffens, N. K., Peters, K., Boyce, R., Mallett, C. J., & Fransen, K. (2017). A Social Identity Approach to Leadership Development: The 5R Program. *Journal of Personnel Psychology*, *16*(3), 113–124. https://doi.org/10.1027/1866-5888/a000176

Häusser, J. A., Abdel Hadi, S., Reichelt, C., & Mojzisch, A. (2023). The reciprocal relationship between social identification and social support over time: A four-wave

longitudinal study. *British Journal of Social Psychology*, *62*(1), 456–466. https://doi.org/10.1111/bjso.12553

Häusser, J. A., Junker, N. M., & Van Dick, R. (2020). The *how* and the *when* of the social cure: A conceptual model of group- and individual-level mechanisms linking social identity to health and well-being. *European Journal of Social Psychology*, *50*(4), 721–732. https://doi.org/10.1002/ejsp.2668

Häusser, J. A., Kattenstroth, M., Van Dick, R., & Mojzisch, A. (2012). "We" are not stressed: Social identity in groups buffers neuroendocrine stress reactions. *Journal of Experimental Social Psychology*, *48*(4), 973–977. https://doi.org/10.1016/j.jesp.2012.02.020

Hayes, A. F. (2013). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. Guilford Press.

Hecht, T. D., & Boies, K. (2009). Structure and correlates of spillover from nonwork to work: An examination of nonwork activities, well-being, and work outcomes. *Journal of Occupational Health Psychology*, *14*(4), 414–426. https://doi.org/10.1037/a0015981

Hekman, D. R., Van Knippenberg, D., & Pratt, M. G. (2016). Channeling identification: How perceived regulatory focus moderates the influence of organizational and professional identification on professional employees' diagnosis and treatment behaviors. *Human Relations*, *69*(3), 753–780. https://doi.org/10.1177/0018726715599240

Hektner, J. M., Schmidt, J. A., & Csikszentmihalyi, M. (2007). *Experience sampling method: Measuring the quality of everyday life*. SAGE Publications.

Heller, D., & Watson, D. (2005). The Dynamic Spillover of Satisfaction Between Work and Marriage: The Role of Time and Mood. *Journal of Applied Psychology*, *90*(6), 1273–1279. https://doi.org/10.1037/0021-9010.90.6.1273

Helzer, E. G., & Jayawickreme, E. (2015). Control and the "Good Life": Primary and Secondary Control as Distinct Indicators of Well-Being. *Social Psychological and Personality Science*, *6*(6), 653–660. https://doi.org/10.1177/1948550615576210

Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, *44*(3), 513–524. https://doi.org/10.1037/0003-066X.44.3.513

Hobfoll, S. E. (2002). Social and Psychological Resources and Adaptation. *Review of General Psychology*, *6*(4), 307–324. https://doi.org/10.1037/1089-2680.6.4.307

Hoffman, L., & Stawski, R. S. (2009). Persons as Contexts: Evaluating Between-Person and Within-Person Effects in Longitudinal Analysis. *Research in Human Development*, *6*(2–3), 97–120. https://doi.org/10.1080/15427600902911189

Hogenelst, K., Schelvis, R., Krone, T., Gagné, M., Heino, M., Knittle, K., & Hankonen, N. (2022). A within-person approach to the relation between quality of task motivation, performance and job satisfaction in everyday working life. *Motivation and Emotion*, *46*(5), 588–600. https://doi.org/10.1007/s11031-022-09962-1

Hogg, M. A. (2003). Social identity. *Handbook of self and identity*, 462-479.

Hogg, M. A., & Abrams, D. (1990). Social motivation, self-esteem and social identity. *Social identity theory: Constructive and critical advances, 28*, 47.

Hogg, M. A., Van Knippenberg, D., & Rast, D. E. (2012). The social identity theory of leadership: Theoretical origins, research findings, and conceptual developments.

European Review of Social Psychology, *23*(1), 258–304. https://doi.org/10.1080/10463283.2012.741134

Hogg, M. A., & Williams, K. D. (2000). From I to we: Social identity and the collective self. *Group Dynamics: Theory, Research, and Practice, 4*(1), 81–97. https://doi.org/10.1037/1089-2699.4.1.81

Hornsey, M. J. (2008). Social Identity Theory and Self-categorization Theory: A Historical Review: Social Identity Theory and Self-categorization Theory. *Social and Personality Psychology Compass*, *2*(1), 204–222. https://doi.org/10.1111/j.1751-9004.2007.00066.x

Horstmeier, C. A. L., Homan, A. C., Rosenauer, D., & Voelpel, S. C. (2016). Developing multiple identifications through different social interactions at work. *European Journal of Work and Organizational Psychology*, *25*(6), 928–944. https://doi.org/10.1080/1359432X.2016.1185099

House, J. S. (1983). *Work stress and social support.* Addison-Wesley Series on Occupational Stress.

Hu, L., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal*, *6*(1), 1–55. https://doi.org/10.1080/10705519909540118

Idrus, S. (2025). Performance Management Reimagined: Moving Beyond Annual Reviews to Continuous Feedback. *The Journal of Academic Science, 2*(1), 222-231.

Ilies, R., Wilson, K. S., & Wagner, D. T. (2009). The Spillover Of Daily Job Satisfaction Onto Employees' Family Lives: The Facilitating Role Of Work-Family Integration. *Academy of Management Journal*, *52*(1), 87–102. https://doi.org/10.5465/amj.2009.36461938

Inoue, Y., Lock, D., Sato, M., & Funk, D. C. (2022). Psychological processes connecting team identification and social well-being for middle-aged and older adults: Moderated mediation of subjective and objective on-field performance. *Sport Management Review*, *25*(2), 207–233. https://doi.org/10.1080/14413523.2021.1917246

Irshad, M., & Bashir, S. (2020). The Dark Side of Organizational Identification: A Multi-Study Investigation of Negative Outcomes. *Frontiers in Psychology*, *11*, 572478. https://doi.org/10.3389/fpsyg.2020.572478

Iyer, A., Jetten, J., Tsivrikos, D., Postmes, T., & Haslam, S. A. (2009). The more (and the more compatible) the merrier: Multiple group memberships and identity compatibility as predictors of adjustment after life transitions. *British Journal of Social Psychology*, *48*(4), 707–733. https://doi.org/10.1348/014466608X397628

Janssen, O., & Huang, X. (2008). Us and Me: Team Identification and Individual Differentiation as Complementary Drivers of Team Members' Citizenship and Creative Behaviors. *Journal of Management*, *34*(1), 69–88. https://doi.org/10.1177/0149206307309263

Jetten, J., Branscombe, N. R., Haslam, S. A., Haslam, C., Cruwys, T., Jones, J. M., Cui, L., Dingle, G., Liu, J., Murphy, S., Thai, A., Walter, Z., & Zhang, A. (2015). Having a Lot

of a Good Thing: Multiple Important Group Memberships as a Source of Self-Esteem. *PLOS ONE*, *10*(5), e0124609. https://doi.org/10.1371/journal.pone.0124609

Jetten, J., Haslam, C., Haslam, S. A., & Branscombe, N. R. (2009). The Social Cure. *Scientific American Mind*, *20*(5), 26–33. https://doi.org/10.1038/scientificamericanmind0909-26

Jetten, J., Haslam, C., Haslam, S. A., Dingle, G., & Jones, J. M. (2014). How Groups Affect Our Health and Well-Being: The Path from Theory to Policy: Groups, Health, and Well-Being. *Social Issues and Policy Review*, *8*(1), 103–130. https://doi.org/10.1111/sipr.12003

Jetten, J., Haslam, S. A., Cruwys, T., Greenaway, K. H., Haslam, C., & Steffens, N. K. (2017). Advancing the social identity approach to health and well-being: Progressing the social cure research agenda: Applying the social cure. *European Journal of Social Psychology*, *47*(7), 789–802. https://doi.org/10.1002/ejsp.2333

Jetten, J., Spears, R., & Manstead, A. S. R. (1997). Strength of identification and intergroup differentiation: The influence of group norms. *European Journal of Social Psychology*, *27*(5), 603–609. https://doi.org/10.1002/(SICI)1099-0992(199709/10)27:5<603::AID-EJSP816>3.0.CO;2-B

Jimmieson, N. L., McKimmie, B. M., Hannam, R. L., & Gallagher, J. (2010). An investigation of the stress-buffering effects of social support in the occupational stress process as a function of team identification. *Group Dynamics: Theory, Research, and Practice*, *14*(4), 350–367. https://doi.org/10.1037/a0018631

Johnson, H. H., & Avolio, B. J. (2019). Team Psychological Safety and Conflict Trajectories' Effect on Individual's Team Identification and Satisfaction. *Group & Organization Management*, *44*(5), 843–873. https://doi.org/10.1177/1059601118767316

Jolly, P. M., Kong, D. T., & Kim, K. Y. (2021). Social support at work: An integrative review. *Journal of Organizational Behavior*, *42*(2), 229–251. https://doi.org/10.1002/job.2485

Jones, J. M., & Jetten, J. (2011). Recovering From Strain and Enduring Pain: Multiple Group Memberships Promote Resilience in the Face of Physical Challenges. *Social Psychological and Personality Science*, *2*(3), 239–244. https://doi.org/10.1177/1948550610386806

Judge, T. A., Erez, A., & Bono, J. E. (1998). The Power of Being Positive: The Relation Between Positive Self-Concept and job Performance. *Human Performance*, *11*(2–3), 167–187. https://doi.org/10.1080/08959285.1998.9668030

Jun, K., Hu, Z., & Lee, J. (2025). Unlocking the relationship between authentic leadership and organizational citizenship behavior: the key roles of organizational support and identification. *Management Research Review, 48*(1), 57-77. https://doi.org/10.1108/MRR-09-2023-0662

Junker, N. M., Häusser, J. A., Mojzisch, A., Theisges, L., & Van Dick, R. (2024). Unholy alliances: When achievement norms and group identification negatively affect objective task performance and well-being. *Group Processes & Intergroup Relations*, *27*(6), 1437-1451. https://doi.org/10.1177/13684302231219683

Junker, N. M., Van Dick, R., Avanzi, L., Häusser, J. A., & Mojzisch, A. (2019). Exploring the mechanisms underlying the social identity–ill-health link: Longitudinal and

experimental evidence. *British Journal of Social Psychology*, *58*(4), 991–1007. https://doi.org/10.1111/bjso.12308

Junker, N. M., Van Dick, R., Häusser, J. A., Ellwart, T., & Zyphur, M. J. (2022). The I and we of team identification: A multilevel study of exhaustion and (in) congruence among individuals and teams in team identification. *Group & Organization Management*, *47*(1), 41–71. https://doi.org/10.1177/10596011211004789

Kahneman, D., & Tversky, A. (1979). Prospect Theory: An Analysis of Decision under Risk. *Econometrica*, *47*(2), 263. https://doi.org/10.2307/1914185

Kampkötter, P., Petters, L. M., & Sliwka, D. (2020). Employee identification and wages–on the economics of "Affective Commitment". *Journal of Economic Behavior & Organization, 188*, 608-626. https://doi.org/10.1016/j.jebo.2021.05.036

Kankainen, A., Taskinen, S., & Oja, H. (2004). On Mardia's Tests of Multinormality. In M. Hubert, G. Pison, A. Struyf, & S. Van Aelst (Eds.), *Theory and Applications of Recent Robust Methods* (pp. 153–164). Birkhäuser Basel. https://doi.org/10.1007/978-3-0348-7958-3_14

Karanika-Murray, M., Duncan, N., Pontes, H. M., & Griffiths, M. D. (2015). Organizational identification, work engagement, and job satisfaction. *Journal of Managerial Psychology*, *30*(8), 1019–1033. https://doi.org/10.1108/JMP-11-2013-0359

Karasek, R. A., Triantis, K. P., & Chaudhry, S. S. (1982). Coworker and Supervisor Support as Moderators of Associations between Task Characteristics and Mental Strain. *Journal of Occupational Behaviour, 3*(2), 181–200. http://www.jstor.org/stable/3000084

Kenny, D. A., Kaniskan, B., & McCoach, D. B. (2015). The Performance of RMSEA in Models With Small Degrees of Freedom. *Sociological Methods & Research*, *44*(3), 486–507. https://doi.org/10.1177/0049124114543236

Ketokivi, K. (2009). Sharing the same fate: The social bond between the self and fellow sufferers in the context of peer support. *European Societies*, *11*(3), 391–410. https://doi.org/10.1080/14616690902764815

Ketturat, C., Frisch, J. U., Ullrich, J., Häusser, J. A., Van Dick, R., & Mojzisch, A. (2016). Disaggregating Within- and Between-Person Effects of Social Identification on Subjective and Endocrinological Stress Reactions in a Real-Life Stress Situation. *Personality and Social Psychology Bulletin*, *42*(2), 147–160. https://doi.org/10.1177/0146167215616804

Kim, H.-Y. (2013). Statistical notes for clinical researchers: Assessing normal distribution (2) using skewness and kurtosis. *Restorative Dentistry & Endodontics*, *38*(1), 52. https://doi.org/10.5395/rde.2013.38.1.52

Kim, K. Y., Eisenberger, R., Takeuchi, R., & Baik, K. (2022). Organizational-level perceived support enhances organizational profitability. *Journal of Applied Psychology*, *107*(12), 2176–2196. https://doi.org/10.1037/apl0000567

Klasmeier, K. N., & Rowold, J. (2021). A diary study on shared leadership, team work engagement, and goal attainment. *Journal of Occupational and Organizational Psychology*, *95*(1), 36–59. https://doi.org/10.1111/joop.12371

Klusmann, U., Aldrup, K., Schmidt, J., & Lüdtke, O. (2021). Is emotional exhaustion only the result of work experiences? A diary study on daily hassles and uplifts in different life

domains. *Anxiety, Stress, & Coping*, *34*(2), 173–190. https://doi.org/10.1080/10615806.2020.1845430

Koch, T. J. S., Nesher Shoshan, H., Völker, J., & Sonnentag, S. (2024). Psychological detachment matters right after work: Engaging in physical exercise after stressful workdays. *International Journal of Stress Management*, *31*(3), 266–278. https://doi.org/10.1037/str0000312

Kolenikov, S., & Bollen, K. A. (2012). Testing Negative Error Variances: Is a Heywood Case a Symptom of Misspecification? *Sociological Methods & Research*, *41*(1), 124–167. https://doi.org/10.1177/0049124112442138

Kroon, D. P., & Noorderhaven, N. G. (2018). The Role of Occupational Identification During Post-Merger Integration. *Group & Organization Management*, *43*(2), 207–244. https://doi.org/10.1177/1059601116666168

Krug, H., Geibel, H. V., & Otto, K. (2020). Identity leadership and well-being: Team identification and trust as underlying mechanisms. *Leadership & Organization Development Journal*, *42*(1), 17–31. https://doi.org/10.1108/LODJ-02-2020-0054

Krug, H., Haslam, S. A., Otto, K., & Steffens, N. K. (2021). Identity Leadership, Social Identity Continuity, and Well-Being at Work During COVID-19. *Frontiers in Psychology*, *12*, 684475. https://doi.org/10.3389/fpsyg.2021.684475

Kunz, L. K., Ducki, A., & Hoppe, A. (2024). What if I like it? Daily appraisal of technology-assisted supplemental work events and its effects on psychological detachment and work engagement. *Frontiers in Organizational Psychology*, *2*, 1304446. https://doi.org/10.3389/forgp.2024.1304446

Lakey, B., & Cohen, S. (2000). Social Support Theory and Measurement. In S. Cohen, L. G. Underwood, & B. H. Gottlieb (Eds.), *Social Support Measurement and Intervention* (pp. 29–52). Oxford University Press. https://doi.org/10.1093/med:psych/9780195126709.003.0002

Lanaj, K., Johnson, R. E., & Wang, M. (2016). When lending a hand depletes the will: The daily costs and benefits of helping. *Journal of Applied Psychology*, *101*(8), 1097–1110. https://doi.org/10.1037/apl0000118

La Rue, C. J., Haslam, C., Bentley, S. V., Lam, B. C. P., Steffens, N. K., Branscombe, N. R., Haslam, S. A., & Cruwys, T. (2024). GROUPS 4 RETIREMENT: A new intervention that supports well-being in the lead-up to retirement by targeting social identity management. *Journal of Occupational and Organizational Psychology*, *97*(1), 1–26. https://doi.org/10.1111/joop.12458

Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal, and coping.* Springer publishing company.

Lee, E.-S., Park, T.-Y., & Koo, B. (2015). Identifying organizational identification as a basis for attitudes and behaviors: A meta-analytic review. *Psychological Bulletin*, *141*(5), 1049–1080. https://doi.org/10.1037/bul0000012

Lee, F. C., Diefendorff, J. M., Nolan, M. T., & Trougakos, J. P. (2023). Emotional exhaustion across the workday: Person-level and day-level predictors of workday emotional exhaustion growth curves. *Journal of Applied Psychology, 108*(10), 1662–1679. https://doi.org/10.1037/apl0001095

Lee, S. M. (1969). Organizational Identification of Scientists. *Academy of Management Journal*, *12*(3), 327–337. https://doi.org/10.2307/255180

Lee, S. M. (1971). An Empirical Analysis of Organizational Identification. *Academy of Management Journal*, *14*(2), 213–226. https://doi.org/10.2307/255308

Leiner, D. J. (2019). Too Fast, too Straight, too Weird: Non-Reactive Indicators for Meaningless Data in Internet Surveys. *Survey Research Methods, 13*(3), 229–248. https://doi.org/10.18148/SRM/2019.V13I3.7403

Leszczensky, L., & Wolbring, T. (2022). How to Deal With Reverse Causality Using Panel Data? Recommendations for Researchers Based on a Simulation Study. *Sociological Methods & Research*, *51*(2), 837–865. https://doi.org/10.1177/0049124119882473

Levine, M., Prosser, A., Evans, D., & Reicher, S. (2005). Identity and Emergency Intervention: How Social Group Membership and Inclusiveness of Group Boundaries Shape Helping Behavior. *Personality and Social Psychology Bulletin*, *31*(4), 443–453. https://doi.org/10.1177/0146167204271651

Leys, C., Klein, O., Dominicy, Y., & Ley, C. (2018). Detecting multivariate outliers: Use a robust variant of the Mahalanobis distance. *Journal of Experimental Social Psychology*, *74*, 150–156. https://doi.org/10.1016/j.jesp.2017.09.011

Li, Y., Fan, J., & Zhao, S. (2015). Organizational Identification as a Double-Edged Sword: Dual Effects on Job Satisfaction and Life Satisfaction. *Journal of Personnel Psychology*, *14*(4), 182–191. https://doi.org/10.1027/1866-5888/a000133

Lin, C. C. T., & Peng, T. K. T. (2010). From Organizational Citizenship Behaviour to Team Performance: The Mediation of Group Cohesion and Collective Efficacy.

Management and Organization Review, *6*(1), 55–75. https://doi.org/10.1111/j.1740-8784.2009.00172.x

Liu, Y., Loi, R., & Lam, L. W. (2011). Linking organizational identification and employee performance in teams: The moderating role of team-member exchange. *The International Journal of Human Resource Management*, *22*(15), 3187–3201. https://doi.org/10.1080/09585192.2011.560875

Liu, Y., & Sriutaisuk, S. (2021). A Comparison of FIML- versus Multiple-imputation-based methods to test measurement invariance with incomplete ordinal variables. *Structural Equation Modeling: A Multidisciplinary Journal*, *28*(4), 590–608. https://doi.org/10.1080/10705511.2021.1876520

Loi, R., Yang, J., & Diefendorff, J. M. (2009). Four-factor justice and daily job satisfaction: A multilevel investigation. *Journal of Applied Psychology*, *94*(3), 770–781. https://doi.org/10.1037/a0015714

Lorah, J. (2018). Effect size measures for multilevel models: Definition, interpretation, and TIMSS example. *Large-Scale Assessments in Education*, *6*(1), 8. https://doi.org/10.1186/s40536-018-0061-2

Lu, Y., Zhang, Z., Yan, H., Rui, B., & Liu, J. (2020). Effects of Occupational Hazards on Job Stress and Mental Health of Factory Workers and Miners: A Propensity Score Analysis. *BioMed Research International*, *2020*(1), 1754897. https://doi.org/10.1155/2020/1754897

Madjar, N., Greenberg, E., & Chen, Z. (2011). Factors for radical creativity, incremental creativity, and routine, noncreative performance. *Journal of Applied Psychology*, *96*(4), 730–743. https://doi.org/10.1037/a0022416

Mael, F. A., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, *13*(2), 103–123. https://doi.org/10.1002/job.4030130202

Mael, F. A., & Tetrick, L. E. (1992). Identifying Organizational Identification. *Educational and Psychological Measurement*, *52*(4), 813–824. https://doi.org/10.1177/0013164492052004002

Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job Burnout. *Annual Review of Psychology*, *52*(1), 397–422. https://doi.org/10.1146/annurev.psych.52.1.397

Mazzetti, G., Robledo, E., Vignoli, M., Topa, G., Guglielmi, D., & Schaufeli, W. B. (2021). Work Engagement: A meta-Analysis Using the Job Demands-Resources Model. *Psychological Reports, 126*(3), 1069-1107. https://doi.org/10.1177/00332941211051988

McIlroy, T. D., Parker, S. L., & McKimmie, B. M. (2021). The effects of unanswered supervisor support on employees' well-being, performance, and relational outcomes. *Journal of Occupational Health Psychology*, *26*(1), 49–68. https://doi.org/10.1037/ocp0000270

McNamara, N., Stevenson, C., Costa, S., Bowe, M., Wakefield, J., Kellezi, B., Wilson, I., Halder, M., & Mair, E. (2021). Community identification, social support, and

loneliness: The benefits of social identification for personal well-being. *British Journal of Social Psychology*, *60*(4), 1379–1402. https://doi.org/10.1111/bjso.12456

Mehler, D. M. A., Edelsbrunner, P. A., & Matić, K. (2019). Appreciating the Significance of Non-significant Findings in Psychology. *Journal of European Psychology Students*, *10*(4), 1. https://doi.org/10.5334/e2019a

Meyer, J. P., Becker, T. E., & Van Dick, R. (2006). Social identities and commitments at work: Toward an integrative model. *Journal of Organizational Behavior*, *27*(5), 665–683. https://doi.org/10.1002/job.383

Michel, A. A., & Jehn, K. E. (2003). The dark side of identification: Overcoming identification-induced performance impediments. In *Identity Issues in Groups* (pp. 189–219). Emerald Group Publishing Limited. https://doi.org/10.1016/S1534-0856(02)05008-9

Miller, J., & Schwarz, W. (2018). Implications of individual differences in on-average null effects. *Journal of Experimental Psychology: General*, *147*(3), 377–397. https://doi.org/10.1037/xge0000367

Moreno-Jiménez, J. E., Demerouti, E., Blanco-Donoso, L. M., Chico-Fernández, M., Iglesias-Bouzas, M. I., & Garrosa, E. (2022). Passionate healthcare workers in demanding intensive care units: Its relationship with daily exhaustion, secondary traumatic stress, empathy, and self-compassion. *Current Psychology, 42*(33), 29387-29402. https://doi.org/10.1007/s12144-022-03986-z

Moscoso, S., & Salgado, J. F. (2021). Meta-analytic Examination of a Suppressor Effect on Subjective Well-Being and Job Performance Relationship. *Revista de Psicología Del*

Trabajo y de Las Organizaciones, *37*(2), 119–131. https://doi.org/10.5093/jwop2021a13

Motowidlo, S. J., & Van Scotter, J. R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology*, *79*(4), 475–480. https://doi.org/10.1037/0021-9010.79.4.475

Murray, R. M., Hartley, C., & Coffee, P. (2023). Only my group will do: Evidence that social support protects athletes from burnout when they identify with those who provide it. *Psychology of Sport and Exercise*, *69*, 102508. https://doi.org/10.1016/j.psychsport.2023.102508

Muthén, L. K., & Muthén, B. O. (2002). How to Use a Monte Carlo Study to Decide on Sample Size and Determine Power. *Structural Equation Modeling: A Multidisciplinary Journal*, *9*(4), 599–620. https://doi.org/10.1207/S15328007SEM0904_8

Nahum-Shani, I., Bamberger, P. A., & Bacharach, S. B. (2011). Social Support and Employee Well-Being: The Conditioning Effect of Perceived Patterns of Supportive Exchange. *Journal of Health and Social Behavior, 52*(1), 123-139. https://doi.org/10.1177/0022146510395024

Naseer, S., Bouckenooghe, D., Syed, F., Khan, A. K., & Qazi, S. (2020). The malevolent side of organizational identification: Unraveling the impact of psychological entitlement and manipulative personality on unethical work behaviors. *Journal of Business and Psychology*, *35*(3), 333–346. https://doi.org/10.1007/s10869-019-09623-0

Neill, M. S., Men, L. R., & Yue, C. A. (2020). How communication climate and organizational identification impact change. *Corporate Communications: An International Journal, 25*(2), 281-298. https://doi.org/10.1108/CCIJ-06-2019-0063

Neubauer, A. B., Brose, A., & Schmiedek, F. (2022). How within-person effects shape between-person differences: A multilevel structural equation modeling perspective. *Psychological Methods*. *28*(5), 1069–1086. https://doi.org/10.1037/met0000481

Neuber, L., Englitz, C., Schulte, N., Forthmann, B., & Holling, H. (2022). How work engagement relates to performance and absenteeism: A meta-analysis. *European Journal of Work and Organizational Psychology*, *31*(2), 292–315. https://doi.org/10.1080/1359432X.2021.1953989

Newman, D. A. (2014). Missing Data: Five Practical Guidelines. *Organizational Research Methods*, *17*(4), 372–411. https://doi.org/10.1177/1094428114548590

Ng, T. W. H., & Feldman, D. C. (2008). Long work hours: A social identity perspective on meta-analysis data. *Journal of Organizational Behavior*, *29*(7), 853–880. https://doi.org/10.1002/job.536

Nicholson, J. S., Deboeck, P. R., & Howard, W. (2017). Attrition in developmental psychology: A review of modern missing data reporting and practices. *International Journal of Behavioral Development*, *41*(1), 143–153. https://doi.org/10.1177/0165025415618275

Nielsen, K., Nielsen, M. B., Ogbonnaya, C., Känsälä, M., Saari, E., & Isaksson, K. (2017). Workplace resources to improve both employee well-being and performance: A

systematic review and meta-analysis. *Work & stress, 31*(2), 101-120. https://doi.org/10.1080/02678373.2017.1304463

Niu, W., Wu, W., & Ma, J. (2022). LMX and employee turnover intention: A social identity approach. *Scandinavian Journal of Psychology*, *63*(3), 219–228. https://doi.org/10.1111/sjop.12800

Noja, A., Tement, S., & Kubicek, B. (2024). Job- and person-related antecedents of positive and negative cognitive–affective involvement in work during leisure time: A moderated mediation model. *International Journal of Stress Management. 32*(1), 76–86. https://doi.org/10.1037/str0000341

Nurullah, A. S. (2012). Received and provided social support: A review of current evidence and future directions. *American Journal of Health Studies, 27*(3), 173-188. https://ssrn.com/abstract=2158458

Obrenovic, B., Jianguo, D., Khudaykulov, A., & Khan, M. A. S. (2020). Work-Family Conflict Impact on Psychological Safety and Psychological Well-Being: A Job Performance Model. *Frontiers in Psychology*, *11*, 475. https://doi.org/10.3389/fpsyg.2020.00475

Ohly, S., Sonnentag, S., Niessen, C., & Zapf, D. (2010). Diary Studies in Organizational Research: An Introduction and Some Practical Recommendations. *Journal of Personnel Psychology*, *9*(2), 79–93. https://doi.org/10.1027/1866-5888/a000009

Organ, D. W. (1997). Organizational Citizenship Behavior: It's Construct Clean-Up Time. *Human Performance*, *10*(2), 85–97. https://doi.org/10.1207/s15327043hup1002_2

Pan, H., Liu, S., Miao, D., & Yuan, Y. (2018). Sample size determination for mediation analysis of longitudinal data. *BMC Medical Research Methodology*, *18*(1), 32. https://doi.org/10.1186/s12874-018-0473-2

Parker, D. F., & DeCotiis, T. A. (1983). Organizational determinants of job stress. *Organizational Behavior and Human Performance*, *32*(2), 160–177. https://doi.org/10.1016/0030-5073(83)90145-9

Parker, S. L., Sonnentag, S., Jimmieson, N. L., & Newton, C. J. (2020). Relaxation during the evening and next-morning energy: The role of hassles, uplifts, and heart rate variability during work. *Journal of Occupational Health Psychology*, *25*(2), 83–98. https://doi.org/10.1037/ocp0000155

Patchen, M. (1970). *Participation, achievement, and involvement on the job.* Englewood Cliffs, NJ: Prentice-Hall.

Peer, E., Rothschild, D., Gordon, A., Evernden, Z., & Damer, E. (2021). Data quality of platforms and panels for online behavioral research. *Behavior Research Methods*, *54*(4), 1643–1662. https://doi.org/10.3758/s13428-021-01694-3

Perzl, J., Riedl, E. M., & Thomas, J. (2023). Measuring Situational Cognitive Performance in the Wild: A Psychometric Evaluation of Three Brief Smartphone-Based Test Procedures. *Assessment, 31*(6), 1270-1291. https://doi.org/10.1177/10731911231213845

Petriglieri, G., & Stein, M. (2012). The Unwanted Self: Projective Identification in Leaders' Identity Work. *Organization Studies*, *33*(9), 1217–1235. https://doi.org/10.1177/0170840612448158

Pfund, G. N., Burrow, A. L., & Hill, P. L. (2024). Purpose in daily life: Considering within-person sense of purpose variability. *Journal of Research in Personality*, *109*, 104473. https://doi.org/10.1016/j.jrp.2024.104473

Platow, M. J., Voudouris, N. J., Coulson, M., Gilford, N., Jamieson, R., Najdovski, L., Papaleo, N., Pollard, C., & Terry, L. (2007). In-group reassurance in a pain setting produces lower levels of physiological arousal: Direct support for a self-categorization analysis of social influence. *European Journal of Social Psychology*, *37*(4), 649–660. https://doi.org/10.1002/ejsp.381

Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, *88*(5), 879–903. https://doi.org/10.1037/0021-9010.88.5.879

Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational Citizenship Behaviors: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research. *Journal of Management, 26*(3), 513-563. https://doi.org/10.1177/014920630002600307

Podsakoff, P. M., Podsakoff, N. P., Williams, L. J., Huang, C., & Yang, J. (2024). Common method bias: It's bad, it's complex, it's widespread, and it's not easy to fix. *Annual Review of Organizational Psychology and Organizational Behavior, 11*(1), 17-61. https://doi.org/10.1146/annurev-orgpsych-110721-040030

Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual- and organizational-level consequences of organizational citizenship behaviors: A meta-

analysis. *Journal of Applied Psychology*, *94*(1), 122–141. https://doi.org/10.1037/a0013079

Preacher, K. J., Rucker, D. D., & Hayes, A. F. (2007). Addressing Moderated Mediation Hypotheses: Theory, Methods, and Prescriptions. *Multivariate Behavioral Research*, *42*(1), 185–227. https://doi.org/10.1080/00273170701341316

Preacher, K. J., & Selig, J. P. (2012). Advantages of Monte Carlo Confidence Intervals for Indirect Effects. *Communication Methods and Measures*, *6*(2), 77–98. https://doi.org/10.1080/19312458.2012.679848

Preacher, K. J., Zyphur, M. J., & Zhang, Z. (2010). A general multilevel SEM framework for assessing multilevel mediation. *Psychological Methods*, *15*(3), 209–233. https://doi.org/10.1037/a0020141

Pulakos, E. D., Hanson, R. M., Arad, S., & Moye, N. (2015). Performance Management Can Be Fixed: An On-the-Job Experiential Learning Approach for Complex Behavior Change. *Industrial and Organizational Psychology*, *8*(1), 51–76. https://doi.org/10.1017/iop.2014.2

Raju, N. S., Laffitte, L. J., & Byrne, B. M. (2002). Measurement equivalence: A comparison of methods based on confirmatory factor analysis and item response theory. *Journal of Applied Psychology*, *87*(3), 517–529. https://doi.org/10.1037/0021-9010.87.3.517

Raudenbush, S. W. (2001). Comparing Personal Trajectories and Drawing Causal Inferences from Longitudinal Data. *Annual Review of Psychology*, *52*(1), 501–525. https://doi.org/10.1146/annurev.psych.52.1.501

Reeve, C. L., & Bonaccio, S. (2011). On the myth and the reality of the temporal validity degradation of general mental ability test scores. *Intelligence*, *39*(5), 255–272. https://doi.org/10.1016/j.intell.2011.06.009

Reis, H. T., & Gable, S. L. (2000). Event-sampling and other methods for studying everyday experience. In H. T. Reis & C. M. Judd (Eds.), *Handbook of research methods in social and personality psychology* (pp. 190–222). Cambridge University Press.

Reker, G. T., Peacock, E. J., & Wong, P. T. P. (1987). Meaning and Purpose in Life and Well-being: A Life-span Perspective. *Journal of Gerontology*, *42*(1), 44–49. https://doi.org/10.1093/geronj/42.1.44

Riketta, M. (2005). Organizational identification: A meta-analysis. *Journal of Vocational Behavior*, *66*(2), 358–384. https://doi.org/10.1016/j.jvb.2004.05.005

Riketta, M., & Van Dick, R. (2005). Foci of attachment in organizations: A meta-analytic comparison of the strength and correlates of workgroup versus organizational identification and commitment. *Journal of Vocational Behavior*, *67*(3), 490–510. https://doi.org/10.1016/j.jvb.2004.06.001

Roberts, B. W., Walton, K. E., & Viechtbauer, W. (2006). Patterns of mean-level change in personality traits across the life course: A meta-analysis of longitudinal studies. *Psychological Bulletin*, *132*(1), 1–25. https://doi.org/10.1037/0033-2909.132.1.1

Rocklage, M. D., Pietri, E. S., & Fazio, R. H. (2017). The weighting of positive vs. negative valence and its impact on the formation of social relationships. *Journal of Experimental Social Psychology*, *73*, 65–75. https://doi.org/10.1016/j.jesp.2017.06.011

Roczniewska, M., Smoktunowicz, E., & Gruszczyńska, E. (2020). Capturing life and its fluctuations: Experience sampling and daily diary studies in studying within-person variability. *Social Psychological Bulletin*, *15*(2), 1-7. https://doi.org/10.32872/spb.3643

Rosseel, Y. (2012). lavaan: An R Package for Structural Equation Modeling. *Journal of Statistical Software*, *48*(2). https://doi.org/10.18637/jss.v048.i02

Rudolph, C. W., Clark, M. A., Jundt, D. K., & Baltes, B. B. (2016). Differential Reactivity and the Within-person Job Stressor-Satisfaction Relationship: Differential Reactivity. *Stress and Health*, *32*(5), 449–462. https://doi.org/10.1002/smi.2641

Ryu, E., & West, S. G. (2009). Level-Specific Evaluation of Model Fit in Multilevel Structural Equation Modeling. *Structural Equation Modeling: A Multidisciplinary Journal*, *16*(4), 583–601. https://doi.org/10.1080/10705510903203466

Salanova, M., Agut, S., & Peiró, J. M. (2005). Linking Organizational Resources and Work Engagement to Employee Performance and Customer Loyalty: The Mediation of Service Climate. *Journal of Applied Psychology*, *90*(6), 1217–1227. https://doi.org/10.1037/0021-9010.90.6.1217

Salgado, J. F., & Moscoso, S. (2022). Cross-cultural Evidence of the Relationship between Subjective Well-being and Job Performance: A Meta-analysis. *Revista de Psicología Del Trabajo y de Las Organizaciones*, *38*(1), 27–42. https://doi.org/10.5093/jwop2022a3

Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The Measurement of Work Engagement With a Short Questionnaire: A Cross-National Study. Educational and

Psychological Measurement, 66(4), 701-716. https://doi.org/10.1177/0013164405282471

Schaufeli, W. B., Bakker, A. B., & Van Rhenen, W. (2009). How changes in job demands and resources predict burnout, work engagement, and sickness absenteeism. *Journal of Organizational Behavior*, *30*(7), 893–917. https://doi.org/10.1002/job.595

Schaufeli, W. B., Leiter, M. P., Maslach, C. A., & Jackson, S. E. (1996). Maslach Burnout Inventory-General Survey (MBI-GS). *Maslach Burnout Inventory Manual.*

Schaufeli, W., & Salanova, M. (2011). Work engagement: On how to better catch a slippery concept. *European Journal of Work and Organizational Psychology, 20*(1), 39–46. https://doi.org/10.1080/1359432X.2010.515981

Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, *3*(1), 71–92. https://doi.org/10.1023/A:1015630930326

Schaufeli, W. B., Shimazu, A., Hakanen, J., Salanova, M., & De Witte, H. (2019). An Ultra-Short Measure for Work Engagement: The UWES-3 Validation Across Five Countries. *European Journal of Psychological Assessment*, *35*(4), 577–591. https://doi.org/10.1027/1015-5759/a000430

Schneider, S. K., & Northcraft, G. B. (1999). Three Social Dilemmas of Workforce Diversity in Organizations: A Social Identity Perspective. *Human Relations*, *52*(11), 1445–1467. https://doi.org/10.1177/001872679905201105

Schönbrodt, F. D., Zygar-Hoffmann, C., Nestler, S., Pusch, S., & Hagemeyer, B. (2021). Measuring motivational relationship processes in experience sampling: A reliability model for moments, days, and persons nested in couples. *Behavior Research Methods*, *54*(4), 1869–1888. https://doi.org/10.3758/s13428-021-01701-7

Schreurs, B. H. J., Hetty Van Emmerik, Ij., Günter, H., & Germeys, F. (2012). A weekly diary study on the buffering role of social support in the relationship between job insecurity and employee performance. *Human Resource Management, 51*(2), 259–279. https://doi.org/10.1002/hrm.21465

Schwarz, G. (2017). Transformational Leadership and Job Performance: The Role of Organizational Identification. In N. Muenjohn & A. McMurray (Eds.), *The Palgrave Handbook of Leadership in Transforming Asia* (pp. 519–539). Palgrave Macmillan UK. https://doi.org/10.1057/978-1-137-57940-9_28

Scott, S. G. (1997). Social identification effects in product and process development teams. *Journal of Engineering and Technology Management*, *14*(2), 97–127. https://doi.org/10.1016/S0923-4748(97)00007-6

Shifrin, N. V., & Michel, J. S. (2022). Flexible work arrangements and employee health: A meta-analytic review. *Work & Stress, 36*(1), 60–85. https://doi.org/10.1080/02678373.2021.1936287

Shuman, V., Sander, D., & Scherer, K. R. (2013). Levels of Valence. *Frontiers in Psychology*, *4*, 261. https://doi.org/10.3389/fpsyg.2013.00261

Siltaloppi, M., Kinnunen, U., & Feldt, T. (2009). Recovery experiences as moderators between psychosocial work characteristics and occupational well-being. *Work & Stress*, *23*(4), 330–348. https://doi.org/10.1080/02678370903415572

Slater, M. J., Coffee, P., Barker, J. B., & Evans, A. L. (2014). Promoting shared meanings in group memberships: A social identity approach to leadership in sport. *Reflective Practice*, *15*(5), 672–685. https://doi.org/10.1080/14623943.2014.944126

Sluss, D. M., Ployhart, R. E., Cobb, M. G., & Ashforth, B. E. (2012). Generalizing Newcomers' Relational and Organizational Identifications: Processes and Prototypicality. *Academy of Management Journal*, *55*(4), 949–975. https://doi.org/10.5465/amj.2010.0420

Solansky, S. T. (2011). Team identification: A determining factor of performance. *Journal of Managerial Psychology*, *26*(3), 247–258. https://doi.org/10.1108/02683941111112677

Song, Z., Foo, M.-D., & Uy, M. A. (2008). Mood spillover and crossover among dual-earner couples: A cell phone event sampling study. *Journal of Applied Psychology*, *93*(2), 443–452. https://doi.org/10.1037/0021-9010.93.2.443

Sonnentag, S. (2003). Recovery, work engagement, and proactive behavior: A new look at the interface between nonwork and work. *Journal of Applied Psychology*, *88*(3), 518–528. https://doi.org/10.1037/0021-9010.88.3.518

Sonnentag, S. (2012). Psychological Detachment From Work During Leisure Time: The Benefits of Mentally Disengaging From Work. *Current Directions in Psychological Science, 21*(2), 114-118. https://doi.org/10.1177/0963721411434979

Sonnentag, S. (2015). Dynamics of Well-Being. *Annual Review of Organizational Psychology and Organizational Behavior*, *2*(1), 261–293. https://doi.org/10.1146/annurev-orgpsych-032414-111347

Sonnentag, S., & Bayer, U.-V. (2005). Switching Off Mentally: Predictors and Consequences of Psychological Detachment From Work During Off-Job Time. *Journal of Occupational Health Psychology*, *10*(4), 393–414. https://doi.org/10.1037/1076-8998.10.4.393

Sonnentag, S., Binnewies, C., & Mojza, E. J. (2010). Staying well and engaged when demands are high: The role of psychological detachment. *Journal of Applied Psychology*, *95*(5), 965–976. https://doi.org/10.1037/a0020032

Sonnentag, S., Eck, K., Fritz, C., & Kühnel, J. (2020). Morning Reattachment to Work and Work Engagement During the Day: A Look at Day-Level Mediators. *Journal of Management*, *46*(8), 1408–1435. https://doi.org/10.1177/0149206319829823

Sonnentag, S., & Fritz, C. (2007). The Recovery Experience Questionnaire: Development and validation of a measure for assessing recuperation and unwinding from work. *Journal of Occupational Health Psychology*, *12*(3), 204–221. https://doi.org/10.1037/1076-8998.12.3.204

Sonnentag, S., & Fritz, C. (2015). Recovery from job stress: The stressor-detachment model as an integrative framework. *Journal of Organizational Behavior*, *36*(1), 72–103. https://doi.org/10.1002/job.1924

Sonnentag, S., Kark, R., & Venz, L. (2024). Leader support for recovery: A multi-level approach to employee psychological detachment from work. *Journal of Occupational and Organizational Psychology, 97*(4), 1762-1788. https://doi.org/10.1111/joop.12538

Sonnentag, S., & Kühnel, J. (2016). Coming back to work in the morning: Psychological detachment and reattachment as predictors of work engagement. *Journal of Occupational Health Psychology*, *21*(4), 379–390. https://doi.org/10.1037/ocp0000020

Sonnentag, S., Mojza, E. J., Binnewies, C., & Scholl, A. (2008). Being engaged at work and detached at home: A week-level study on work engagement, psychological detachment, and affect. *Work & Stress*, *22*(3), 257–276. https://doi.org/10.1080/02678370802379440

Sonnentag, S., Tay, L., & Nesher Shoshan, H. (2023). A review on health and well-being at work: More than stressors and strains. *Personnel Psychology, 76*(2), 473-510. https://doi.org/10.1111/peps.12572

Sonnentag, S., Völker, J., & Wehrt, W. (2024). Good and bad days at work: A descriptive review of day-level and experience-sampling studies. *Journal of Organizational Behavior, 46*(2), 207-226. https://doi.org/10.1002/job.2796

Sonnentag, S., & Wiegelmann, M. (2024). Not detaching from work during leisure time: A control-theory perspective on job-related cognitions. *Journal of Organizational Behavior, 45*(7), 1003-1024. https://doi.org/10.1002/job.2792

Spears, R. (2021). Social Influence and Group Identity. *Annual Review of Psychology*, *72*(1), 367–390. https://doi.org/10.1146/annurev-psych-070620-111818

Spector, P. E., Dwyer, D. J., & Jex, S. M. (1988). Relation of job stressors to affective, health, and performance outcomes: A comparison of multiple data sources. *Journal of Applied Psychology*, *73*(1), 11–19. https://doi.org/10.1037/0021-9010.73.1.11

Spielberger, C. D., Vagg, P. R., & Wasala, C. F. (2003). Occupational stress: Job pressures and lack of support. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (pp. 185–200). American Psychological Association. https://doi.org/10.1037/10474-009

Stanton, K., Carpenter, R. W., Nance, M., Sturgeon, T., & Villalongo Andino, M. (2022). A multisample demonstration of using the prolific platform for repeated assessment and psychometric substance use research. *Experimental and Clinical Psychopharmacology*, *30*(4), 432–443. https://doi.org/10.1037/pha0000545

Steed, L. B., Swider, B. W., Keem, S., & Liu, J. T. (2021). Leaving Work at Work: A Meta-Analysis on Employee Recovery From Work. *Journal of Management*, *47*(4), 867–897. https://doi.org/10.1177/0149206319864153

Steffens, N. K., Haslam, S. A., Schuh, S. C., Jetten, J., & Van Dick, R. (2017). A Meta-Analytic Review of Social Identification and Health in Organizational Contexts. *Personality and Social Psychology Review*, *21*(4), 303–335. https://doi.org/10.1177/1088868316656701

Stephens, K. K., Jahn, J. L. S., Fox, S., Charoensap-Kelly, P., Mitra, R., Sutton, J., Waters, E. D., Xie, B., & Meisenbach, R. J. (2020). Collective Sensemaking Around COVID-19: Experiences, Concerns, and Agendas for our Rapidly Changing Organizational Lives.

Management Communication Quarterly, *34*(3), 426–457. https://doi.org/10.1177/0893318920934890

Tai, K., Keem, S., Lee, K. Y., & Kim, E. (2022). Envy Influences Interpersonal Dynamics and Team Performance: Roles of Gender Congruence and Collective Team Identification. *Journal of Management, 50*(2), 556-587. https://doi.org/10.1177/01492063221121597

Tajfel, H. (1974). Social identity and intergroup behaviour. *Social Science Information*, *13*(2), 65–93. https://doi.org/10.1177/053901847401300204

Tajfel, H., & Turner, J. C. (1979). An integrative theory of intergroup conflict. In W. G. Austin & S. Worchel (Eds.), *The social psychology of intergroup relations* (pp. 33-47). Brooks/Cole.

Taris, T. W., & Schreurs, P. J. G. (2009). Well-being and organizational performance: An organizational-level test of the happy-productive worker hypothesis. *Work & Stress*, *23*(2), 120–136. https://doi.org/10.1080/02678370903072555

Thomas, W. E., Brown, R., Easterbrook, M. J., Vignoles, V. L., Manzi, C., D'Angelo, C., & Holt, J. J. (2019). Team-level identification predicts perceived and actual team performance: Longitudinal multilevel analyses with sports teams. *British Journal of Social Psychology*, *58*(2), 473–492. https://doi.org/10.1111/bjso.12277

Tihula, S., Huovinen, J., & Fink, M. (2009). Entrepreneurial teams vs management teams: Reasons for team formation in small firms. *Management Research News*, *32*(6), 555–566. https://doi.org/10.1108/01409170910962984

Turner, J. C. (1975). Social comparison and social identity: Some prospects for intergroup behaviour. *European Journal of Social Psychology*, *5*(1), 1–34. https://doi.org/10.1002/ejsp.2420050102

Turner, J. C. (1985). Social categorization and the self-concept: A social cognitive theory of group behavior. In E. J. Lawler (Ed.), *Advances in group processes: Theory and research* (Vol. 2, pp. 77-122). Greenwich, CT: JAI Press.

Turner, J. C., Brown, R. J., & Tajfel, H. (1979). Social comparison and group interest in ingroup favouritism. *European Journal of Social Psychology*, *9*(2), 187–204. https://doi.org/10.1002/ejsp.2420090207

Turner, J. C., Hogg, M. A., Oakes, P. J., Reicher, S. D., & Wetherell, M. S. (1987). *Rediscovering the social group: A self-categorization theory.* Basil Blackwell.

Turner, J. C., Oakes, P. J., Haslam, S. A., & McGarty, C. (1994). Self and Collective: Cognition and Social Context. *Personality and Social Psychology Bulletin*, *20*(5), 454–463. https://doi.org/10.1177/0146167294205002

Turner, J. C., & Reynolds, K. J. (2012). Self-Categorization Theory. In P. Van Lange, A. W. Kruglanski, E. T. Higgins (Eds.) *Handbook of Theories of Social Psychology* (Vol. 2, pp. 399-417). SAGE Publications Ltd. https://doi.org/10.4135/9781446249222.n46

Umphress, E. E., Bingham, J. B., & Mitchell, M. S. (2010). Unethical behavior in the name of the company: The moderating effect of organizational identification and positive reciprocity beliefs on unethical pro-organizational behavior. *Journal of Applied Psychology*, *95*(4), 769–780. https://doi.org/10.1037/a0019214

Upadyaya, K., Vartiainen, M., & Salmela-Aro, K. (2016). From job demands and resources to work engagement, burnout, life satisfaction, depressive symptoms, and occupational health. *Burnout Research*, *3*(4), 101–108. https://doi.org/10.1016/j.burn.2016.10.001

Van Dick, R., Becker, T. E., & Meyer, J. P. (2006). Commitment and identification: Forms, foci, and future. *Journal of Organizational Behavior*, *27*(5), 545–548. https://doi.org/10.1002/job.384

Van Dick, R., Christ, O., Stellmacher, J., Wagner, U., Ahlswede, O., Grubba, C., Hauptmeier, M., Höhfeld, C., Moltzen, K., & Tissington, P. A. (2004). Should I Stay or Should I Go? Explaining Turnover Intentions with Organizational Identification and Job Satisfaction. *British Journal of Management*, *15*(4), 351–360. https://doi.org/10.1111/j.1467-8551.2004.00424.x

Van Dick, R., Grojean, M. W., Christ, O., & Wieseke, J. (2006). Identity and the Extra Mile: Relationships between Organizational Identification and Organizational Citizenship Behaviour. *British Journal of Management*, *17*(4), 283–301. https://doi.org/10.1111/j.1467-8551.2006.00520.x

Van Dick, R., & Haslam, S. A. (2012). Stress and well-being in the workplace: Support for key propositions from the social identity approach. In J. Jetten, C. Haslam, & S. A. Haslam (Eds.), *The social cure: Identity, health, and well-being* (pp. 175–194). Psychology Press.

Van Dick, R., & Kerschreiter, R. (2016). The Social Identity Approach to Effective Leadership: An Overview and Some Ideas on Cross-Cultural Generalizability.

Frontiers of Business Research in China, 10(3). https://doi.org/10.3868/s070-005-016-0013-3

Van Dick, R., Ketturat, C., Häusser, J. A., & Mojzisch, A. (2017). Two sides of the same coin and two routes for improvement: Integrating resilience and the social identity approach to well-being and ill-health. *Health Psychology Open*, *4*(2). https://doi.org/10.1177/2055102917719564

Van Dick, R., Ullrich, J., & Tissington, P. A. (2006). Working under a black cloud: How to sustain organizational identification after a merger. *British Journal of Management*, *17*(1), 69-79. https://doi.org/10.1111/j.1467-8551.2006.00479.x

Van Dick, R., Van Knippenberg, D., Kerschreiter, R., Hertel, G., & Wieseke, J. (2008). Interactive effects of work group and organizational identification on job satisfaction and extra-role behavior. *Journal of Vocational Behavior*, *72*(3), 388–399. https://doi.org/10.1016/j.jvb.2007.11.009

Van Dick, R., Wagner, U., Stellmacher, J., & Christ, O. (2004). The utility of a broader conceptualization of organizational identification: Which aspects really matter? *Journal of Occupational and Organizational Psychology*, *77*(2), 171–191. https://doi.org/10.1348/096317904774202135

Van Hooff, M. L. M., & De Pater, I. E. (2019). Daily associations between basic psychological need satisfaction and well-being at work: The moderating role of need strength. *Journal of Occupational and Organizational Psychology*, *92*(4), 1027–1035. https://doi.org/10.1111/joop.12260

Van Hooff, M. L. M., & Geurts, S. A. E. (2015). Need satisfaction and employees' recovery state at work: A daily diary study. *Journal of Occupational Health Psychology*, *20*(3), 377–387. https://doi.org/10.1037/a0038761

Van Knippenberg, B., Martin, L., & Tyler, T. (2006). Process-orientation versus outcome-orientation during organizational change: The role of organizational identification. *Journal of Organizational Behavior*, *27*(6), 685–704. https://doi.org/10.1002/job.391

Van Knippenberg, D. (2000). Work motivation and performance: A social identity perspective. *Applied psychology, 49*(3), 357-371. https://doi.org/10.1111/1464-0597.00020

Van Knippenberg, D., & Hogg, M. A. (2003). A social identity model of leadership effectiveness in organizations. *Research in Organizational Behavior*, *25*, 243–295. https://doi.org/10.1016/S0191-3085(03)25006-1

Van Knippenberg, D., & Sleebos, E. (2006). Organizational identification versus organizational commitment: Self-definition, social exchange, and job attitudes. *Journal of Organizational Behavior*, *27*(5), 571–584. https://doi.org/10.1002/job.359

Van Knippenberg, D., & Van Schie, E. C. M. (2000). Foci and correlates of organizational identification. *Journal of Occupational and Organizational Psychology*, *73*(2), 137–147. https://doi.org/10.1348/096317900166949

Van Vugt, M., & Hart, C. M. (2004). Social Identity as Social Glue: The Origins of Group Loyalty. *Journal of Personality and Social Psychology*, *86*(4), 585–598. https://doi.org/10.1037/0022-3514.86.4.585

Venz, L., Pundt, A., & Sonnentag, S. (2018). What matters for work engagement? A diary study on resources and the benefits of selective optimization with compensation for state work engagement. *Journal of Organizational Behavior*, *39*(1), 26–38. https://doi.org/10.1002/job.2207

Voci, A. (2006). The link between identification and in-group favouritism: Effects of threat to social identity and trust-related emotions. *British Journal of Social Psychology*, *45*(2), 265–284. https://doi.org/10.1348/014466605X52245

Voelkle, M. C., Brose, A., Schmiedek, F., & Lindenberger, U. (2014). Toward a Unified Framework for the Study of Between-Person and Within-Person Structures: Building a Bridge Between Two Research Paradigms. *Multivariate Behavioral Research*, *49*(3), 193–213. https://doi.org/10.1080/00273171.2014.889593

Völker, J., Wiegelmann, M., Koch, T. J. S., & Sonnentag, S. (2024). It is Monday again: Weekend sleep differentially relates to the workweek via reattachment on Monday. *Journal of Organizational Behavior*, *45*(6), 800–817. https://doi.org/10.1002/job.2788

Vough, H. (2012). Not All Identifications Are Created Equal: Exploring Employee Accounts for Workgroup, Organizational, and Professional Identification. *Organization Science*, *23*(3), 778–800. https://doi.org/10.1287/orsc.1110.0654

Wakefield, J. R. H., Bowe, M., Kellezi, B., Butcher, A., & Groeger, J. A. (2020). Longitudinal associations between family identification, loneliness, depression, and sleep quality. *British Journal of Health Psychology*, *25*(1), 1–16. https://doi.org/10.1111/bjhp.12391

Wakefield, J. R. H., Bowe, M., Kellezi, B., McNamara, N., & Stevenson, C. (2019). When groups help and when groups harm: Origins, developments, and future directions of

the “Social Cure” perspective of group dynamics. *Social and Personality Psychology Compass*, *13*(3), e12440. https://doi.org/10.1111/spc3.12440

Wang, C., & Xue, X. (2016). Power and sample size calculations for evaluating mediation effects in longitudinal studies. *Statistical Methods in Medical Research*, *25*(2), 686–705. https://doi.org/10.1177/0962280212465163

Waterschoot, J., Morbée, S., Soenens, B., Van Den Bergh, O., Raemdonck, E., Brisbois, M., Schmitz, M., Klein, O., Luminet, O., Van Oost, P., Yzerbyt, V., & Vansteenkiste, M. (2024). Psychological need fulfillment as a source of resilience: Its protective role in concerns and symptoms of anxiety and depression during the COVID-19 pandemic. *Applied Psychology: Health and Well-Being*, *16*(2), 632–652. https://doi.org/10.1111/aphw.12508

Weisman, H., Wu, C.-H., Yoshikawa, K., & Lee, H.-J. (2022). Antecedents of Organizational Identification: A Review and Agenda for Future Research. *Journal of Management*, *49*(6), 2030-2061. https://doi.org/10.1177/01492063221140049

Weiss, H. M., & Merlo, K. L. (2020). Affect, Attention, and Episodic Performance. *Current Directions in Psychological Science*, *29*(5), 453–459. https://doi.org/10.1177/0963721420949496

Wickham, R. E., & Knee, C. R. (2013). Examining Temporal Processes in Diary Studies. *Personality and Social Psychology Bulletin*, *39*(9), 1184–1198. https://doi.org/10.1177/0146167213490962

Wills, T. A., & Shinar, O. (2000). Measuring perceived and received social support. In S. Cohen, L. G. Underwood, & B. H. Gottlieb (Eds.), *Social support measurement and*

intervention: A guide for health and social scientists (pp. 86–135). Oxford University Press. https://doi.org/10.1093/med:psych/9780195126709.003.0004

Wingerden, J. V., & Poell, R. F. (2017). Employees' Perceived Opportunities to Craft and In-Role Performance: The Mediating Role of Job Crafting and Work Engagement. *Frontiers in Psychology*, *8*, 1876. https://doi.org/10.3389/fpsyg.2017.01876

Wolfram, H., & Gratton, L. (2014). Spillover Between Work and Home, Role Importance and Life Satisfaction. *British Journal of Management*, *25*(1), 77–90. https://doi.org/10.1111/j.1467-8551.2012.00833.x

Wong, J. H. K., & Kelloway, E. K. (2016). What happens at work stays at work? Workplace supervisory social interactions and blood pressure outcomes. *Journal of Occupational Health Psychology*, *21*(2), 133–141. https://doi.org/10.1037/a0039900

Wright, T. A., & Cropanzano, R. (1998). Emotional exhaustion as a predictor of job performance and voluntary turnover. *Journal of Applied Psychology*, *83*(3), 486–493. https://doi.org/10.1037/0021-9010.83.3.486

Wright, T. A., & Cropanzano, R. (2000). Psychological well-being and job satisfaction as predictors of job performance. *Journal of Occupational Health Psychology*, *5*(1), 84–94. https://doi.org/10.1037/1076-8998.5.1.84

Wu, C. H., Weisman, H., Yoshikawa, K., & Lee, H. J. (2020). Organizational identification. In *Essentials of job attitudes and other workplace psychological constructs* (pp. 99-128). Routledge.

Xanthopoulou, D., Bakker, A. B., Heuven, E., Demerouti, E., & Schaufeli, W. B. (2008). Working in the sky: A diary study on work engagement among flight attendants.

Journal of Occupational Health Psychology, *13*(4), 345–356. https://doi.org/10.1037/1076-8998.13.4.345

Xanthopoulou, D., Bakker, A. B., & Ilies, R. (2012). Everyday working life: Explaining within-person fluctuations in employee well-being. *Human Relations*, *65*(9), 1051–1069. https://doi.org/10.1177/0018726712451283

Young, T., Haslam, C., Coffee, P., Cooper, D., McAulay, C., Hartley, C., Mertens, N., Luong, M., La Rue, C., Haslam, S. A., Steffens, N. K., Cruwys, T., Bentley, S., Mallett, C. J., McGregor, M., Williams, D., & Fransen, K. (2024). More than sport: A social-identity intervention to support transitions out of elite sport. *Psychology of Sport and Exercise*, *75*, 102697. https://doi.org/10.1016/j.psychsport.2024.102697

Zhang, Y., & Chen, C. C. (2013). Developmental leadership and organizational citizenship behavior: Mediating effects of self-determination, supervisor identification, and organizational identification. *The Leadership Quarterly, 24*(4), 534-543. https://doi.org/10.1016/j.leaqua.2013.03.007

Zhu, W., Sosik, J. J., Riggio, R. E., & Yang, B. (2012). Relationships between Transformational and Active Transactional Leadership and Followers' Organizational Identification: The Role of Psychological Empowerment. *Journal of Behavioral and Applied Management*, *13*(3). https://doi.org/10.21818/001c.17899

Zyphur, M. J., Bonner, C. V., & Tay, L. (2023). Structural Equation Modeling in Organizational Research: The State of Our Science and Some Proposals for Its Future. *Annual Review of Organizational Psychology and Organizational Behavior*, *10*(1), 495–517. https://doi.org/10.1146/annurev-orgpsych-041621-031401

Appendix

Table A1

Items Study 1

Construct	Items at work (T1) and after work (T2)
Organizational identification	Right now, I identify with my organization.
	Right now, I see myself as a member of my organization.
	Right now, I am glad to be a member of my organization.
	Right now, I feel strong ties with my organization.
Team identification	Right now, I identify with my fellow team members.
	Right now, I see myself as a member of my team.
	Right now, I am glad to be a member of my team.
	Right now, I feel strong ties with my fellow team members.
Global psychological need satisfaction	Right now, I feel in control of my working life. [a]
	Right now, I have high self-esteem at work. [a]
	Right now, there is a strong feeling of belongingness among my fellow team members. [a]
	Right now at work, I feel that life is meaningless. [a]
Perceived social support	Today, I received practical support from my fellow team members.
	Today, I received emotional support from my fellow team members.
Emotional exhaustion	Right now, I feel emotionally drained.
	Right now, I feel used up.
	Right now, I feel burned out.
Work engagement	Right now, I feel bursting with energy. [a]
	Right now, I am enthusiastic about my job. [a]
	Right now, I am immersed in my job. [a]
Job satisfaction	Right now, I am satisfied with my job.
In-role performance	Today, I performed well so far. [a]
	Today, I fulfilled all the requirements for my job so far. [a]
Extra-role performance	Today, I voluntarily did more than was required of me.
	Today, I helped my fellow team members when they had too much work to do.
Turnover intention	Today, I considered quitting my job.

[a] T1 only.

Construct	Items after work (T2) if different from T1
Global psychological need satisfaction	Today, I felt in control of my working life.
	Today at work, I had high self-esteem.
	Today at work, there was a strong feeling of belongingness among my fellow team members.
	Today at work, I felt that life was meaningless.
Work engagement	Today, I felt bursting with energy.
	Today, I was enthusiastic about my job.
	Today, I was immersed in my job.
In-role performance	Today, I performed well.
	Today, I fulfilled all the requirements for my job.

Table A2

Items Study 2

Construct	Items
Organizational identification	I identify with my organization.
	I see myself as a member of my organization.
	I am glad to be a member of my organization.
	I feel strong ties with my organization.
Perceived social support	Do you get the emotional support you need from other people at work?
	Do you get the help you need from other people at work?
	Do you get the resources you need from other people at work?
	Do you get the advice you need from other people at work?
Detachment	I forget about work.
	I don't think about work at all.
	I distance myself from my work.
	I get a break from the demands of work.
Emotional exhaustion	I feel emotionally drained from my work.
	I feel used up at the end of the workday.
	I felt tired when I got up in the morning and had to face another day on the job.
	Working all day is really a strain for me.
	I feel burned out from my work.
Work engagement	At my work, I feel bursting with energy.
	At my job, I feel strong and vigorous.
	When I get up in the morning, I feel like going to work.
	I am enthusiastic about my job.
	My job inspires me.
	I am proud of the work that I do.
	I am immersed in my work.
	I get carried away when I am working.
	I feel happy when I am working intensely.
Job satisfaction	All in all, I am satisfied with my job.

Table A3

Measures of Organizational Identification

Reference	Items to measure organizational identification
Doosje et al., 1995	I identify with (my organization).
	I see myself as a member of (my organization).
	I am glad to be a member of (my organization).
	I feel strong ties with (my organization).
Mael & Ashforth, 1992	When someone criticizes (my organization), it feels like a personal insult.
	I am very interested in what others think about (my organization).
	When I talk about (my organization), I usually say “we” rather than “they”.
	(My organizations) successes are my successes.
	When someone praises (my organization), it feels like a personal compliment.
	If a story in the media criticized (my organization), I would feel embarrassed.